

The Art and Science of Selling

VOLUME VI



Handling the Customer

NATIONAL SALESMEN'S TRAINING ASSOCIATION
Chicago

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USEFUL POINTS IN JUDGING CUSTOMERS

VOL. VI
Lesson One

JUDGING
the
CUSTOMER

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LESSON NUMBER ONE

USEFUL POINTS IN JUDGING CUSTOMERS

THE FOUR MAIN DIVISIONS OF BUSINESS TEMPERAMENT

BUSINESS is conducted for the *satisfaction* of human needs and wants. It follows that it is possible to *classify* many different kinds of business with a direct regard for the **four main classes of temperament** found in men and women.

It need not be assumed, however, that because a business falls under one classification, it does not partake of the elements that enter into another business.

Neither should it be assumed that because an individual falls under one of a number of types, that individual does not possess the qualities and elements that enter into one or more of the other types.

It will be seen from this, that because of the ramifications of human nature, while it is possible to make classifications, the *judgment must be developed* so that these classifications may be used with due regard for the individual, and that each individual partakes, at least to some degree, of the different qualities outlined under other temperaments.

Because a man or woman is of a certain temperament, it does not follow that he or she can not be appealed to by *some of the qualities* under the other three temperaments; it only means that in an individual one temperament is stronger and more developed or pronounced than the other three.

The manner in which the salesman will appeal to the different types of individuals, will rest entirely upon the strength of the temperament of the individual he is dealing with, and upon the diverse appeals that can be worked out to fit each particular case.

The *four main classes* of business temperament are:

The **Mental**.

The **Social**.

The **Aesthetic**.

The **Physical**.

Naturally, a man seeks to make a success in the line of work he likes. He follows the lines of least resistance.

You know that some men are *square pegs in round holes*, and others *round pegs in square holes*; but this does not alter the fact that if a man is in a certain business—and likes it—it gives you an opportunity to *know his nature*, and the manner in which you can *appeal to him* that would not be offered you in any other way.

We cannot, of course, deem this one phase the only method of appeal. This would not be sufficient for the use of the salesman. It might, in fact, confuse him. It might further detract from his ability to judge his man intuitively.

What you want, and what every other wide-awake salesman wants, is a method of judging the customer that will make it possible to **sell** him.

You can sell him by appealing to his *self-interest* and to his *self-respect*. You cannot possibly make such appeals unless you understand the motives that will bring your customer to act or not to act.

You must have a knowledge of what we teach in this book to do this. But, you may say, "*How am I to understand my customer, when you admit that it is no easy task?*" Simply through *constant practice*, and through a *discerning use* of the methods we are outlining in this book.

Types of Men Correspond to Business Temperaments

As we have said, the *four main classes* of business temperament are: the **mental**; the **social**; the **aesthetic**; and the **physical**.

We would naturally expect that the individuals who enter into these different classes would correspond in some degree with the temperament of the business in which we find them.

Consider these facts, and *verify them* from your own experience, remembering always that we do not claim that there are not misfits. There are misfits. There are men

who are in the wrong kind of business, and do not know it; and there are men who are in the wrong kind of business, and know it.

It is not difficult to determine if a customer likes the business in which he is engaged; neither is it difficult to find out, if he does not like the business he is engaged in, what business he does like.

Once you find out if a customer likes his work or line or profession, you have a key to whether you can appeal to him along the lines that his work might suggest.

If, on the other hand, you discover that a customer is dissatisfied, you will be able, through sympathy, to gain his confidence, and have him tell you of the particular kind of work he prefers; and from this you can judge your man.

Your *analysis of your customer* can well begin with the kind of work in which he is now engaged, or that which he would prefer to be engaged in.

Once you have this information, you can classify him under the business temperament suggested by it. You can definitely determine whether he belongs to the *mental*, *aesthetic*, *social*, or *physical* type of man.

You can then begin to verify, from the surroundings of the customer, from his conversation with you, and from your observation of the type of man he is, whether the first impression is correct; or whether you must go farther in order to be able to deal with him in the most profitable manner.

How to Recognize Different Business Temperaments

How will you *recognize* the class of business temperament by the business of the customer? By his **trade, business, or profession**. That is safe, is it not?

It is not hard to recognize that the **mental temperament** consists of accountants, efficiency engineers, efficiency workers, inventors, thinkers, consultants, bankers, engineers, lawyers, doctors, executives, general managers, superintendents, sales managers, etc.

The mental business is the business which requires *analysis* of inside and outside conditions and the ability of its executives and employes to think their way through problems which constantly confront them.

The salesman can easily adapt himself to these mental business temperaments. He will give them reasons why, and he will seem to submit largely to their decisions.

He will sell them because they can think logically. He will not try to press them unduly, but will give them a real chance to decide for themselves.

The men of this business temperament want *complete reasons* for doing things, and resent sheer authority.

Now, we will consider the **Social Business Temperament**. This class of men deals largely with the social conditions in society. They must be "*good mixers*," so that they can appeal through personality to their fellows.

Consider the salesman, the broker, the retail dealer, the wholesaler, the real estate man, the insurance agent, the politician, the diplomat; and the managers, superintendents, and executives who handle men.

Is it not true that these men should have the personalities that make their progress through society more smooth and effective? Those who are in these classes of work may be considered as being a part of the social business temperament, and it is hardly necessary to prove that the temperaments of the men who belong in the social business temperament class correspond closely to that of the business in which they take active interest.

This type cannot be governed by reasons alone, they must be led by enthusiasm, esprit de corps, etc.

You can tell the need of the **AESTHETIC TEMPERAMENT** in administrating, producing, or in selling rugs, pottery, furniture, jewelry, silverware, architecture building, designing, advertising, decoration, gardening, music, musical instruments, printing, binding, authorship, reform work, education, and so on down the line through the range of activities requiring artistic understanding and appreciation.

You can further see that you would best appeal to such customers through *understanding* and *appreciation*, that you must be *tactful*, as this class is very sensitive.

All artistic people are more or less temperamental. You know this. Then take their temperaments into consideration when you do business with them.

They are attuned to the finer things of life, and to get their confidence and respect you must respect their feel-

ings, and appeal to them along the lines in which they are interested.

Let us consider last the **PHYSICAL BUSINESS TEMPERAMENT**. Need we tell you that this class includes all the trades, manufacturing of all kinds, railroading and shipping, all agencies of communication—such as telegraphing, telephoning, the postal service—contracting of all kinds, agriculture, all varieties of mining, personal service—such as butler, maid, cook, chef, iceman, coal man, janitors, porters, baggage men, etc.—the army and navy, the police and fire service, postal employes, etc.

You can easily see that the men in this class will require *different appeals* than those of other classes.

You can see by your own observation, and it will be proved through your own experience, that our outline is sound; that it will aid you definitely in getting the results you should get in selling.

It is not difficult to see that this type of customer is best appealed to by the rule of authority and expects to be dealt with patiently, yet firmly.

Generally speaking, the Mental Type needs *interest* and *criticism*, and appreciates it; the Artistic Type needs *appreciation*, and looks for it; the Social Type needs *stimulation* and *praise* as well as an emotional spur; while the Manual Type needs change of work, of thought, of pleasure and encouragement.

Mental—Emotive—Vital—Motive Types

Corresponding to the *four types of business temperament*, there are four types of *human temperament*. Business is conducted for profit, and no profit can be secured unless business is conducted with a view to satisfying the needs and wants of the average man and woman.

It is not hard to see that the different business temperaments are only reflections of the temperaments we find in human beings; in fact, we find all four temperaments in each human being to a greater or lesser degree.

It is also true that the balanced person represents these *four temperaments* in almost equal degree; that is, the *four temperaments* approach *equal weight* in the individuality of that person.

It is usual, however, that an individual will have *marked characteristics* that belong to a given personality, and that he can be *best appealed to* along the line suggested by his particular temperament.

The four types of human temperament which we shall here consider are the *mental*, the *emotive*, the *vital*, and the *motive*. You will see that the mental is the same in both instances, that the emotive and the aesthetic correspond, that the vital and social are related, and that the motive is to the human being what the physical is to business.

The *marked indication* in form of the Mental Human Temperament is the triangle-shaped head—with the triangle standing on one point; the indication of the Emotive is an egg-shaped head, with the egg standing on the small end; the indication of the Vital is the circular shaped head; and the indication of the Motive is the square-shaped head. These are front view indications of the types.

The Mental Type tends to sharp angles, not only in head, but in body; the **Emotive** tends to feminine, oval face and curves in body; the **Vital** tends to roundness in head and body; and the **Motive** tends to squareness in head, body, shoulders and hands.

Indications of the Four Types of Man

When the Mental Temperament predominates, the customer is a *thinker* by nature; when the Emotive Temperament predominates, the customer is *aesthetic* and *artistic*; when the Vital Temperament predominates, the customer is *social* and likes to enjoy the good things and pleasures of this life; and last, when the Motive Temperament predominates, the customer is a *worker* and *doer*, and gets pleasure out of the use of his muscles rather than through his senses.

This kind of an analysis can be extended indefinitely, but it is not possible for a salesman to master in the short space we have here given him, the full working of what is known as the **Science of Character Analysis**.

We are giving you only those things which will *definitely help you to influence the customers* with whom you come in contact.

We want you to be *competent in practical selling* first of all; then you will find time for a study of the theoretical

phase of Character Analysis, should you wish to do so.

Practical psychology is more important than Character Analysis, for what you learn by psychology is learned through *exact experiment*, and is certain in the results it brings you.

Get the *facts* we are here giving you, as we give them; *apply* them to your consideration of human nature from this time on; *develop* your observation and thereby sell more successfully.

The Salesman as a Character Reader

In outlining the *different appeals* that can be made to the different types of customers or to the fourfold man or woman, we do so with the idea that *adaptability* of the salesman will make it possible for him to *sense* or *observe* just what *appeal* or *appeals* will go with a particular customer.

He is on the ground, dealing with the customer, and he ought to be able, from the outline here given, to make a straight-from-the-shoulder, *interest-of-the-customer appeal* each time he tries to make a sale.

It is evident that the salesman must be not only *adaptable*, but *resourceful*, to get the customer to buy. If one appeal will not work, you have *misjudged* your customer.

With experience you will become more and more capable of judging your customers, and you can then more closely fit your appeals to individual customers, at the same time giving consideration to the types of merchandise or service you are selling.

You cannot well sell steel and coal on an appeal to taste, but you might take the customer out to a good lunch, and thereby make it easier to sell him on reasons why and suggestions.

An easy way to apply the appeals herein worked out is to remember the *buying motives*, and realize that *each of the appeals* we have considered herein come under one of the buying motives. Then you will be on the safe road.

These extended outlines under each type of customer, or part of the individual customer, are given to *stimulate your imaginative power*, and to make it *easier* for you to "think on your feet" than would be the case if you were

to depend *entirely* on your own resourcefulness and presence of mind.

Judging the Customer Through Outward Signs

You have heard the saying "The tailor makes the man." This is an indication of the importance of outward signs in judging the character and the credence that is generally given to a superficial judgment of a person.

Now, such superficial judgment may be entirely incorrect at times; but, as men and women of experience know that the business and social world takes them to be what they seem to be by outward appearance, they endeavor to conform to such outward appearance, in order that their characters and personalities and individualities may not be mistaken by their neighbors, friends, and acquaintances.

You will see that it is possible, at least to a considerable extent, to judge what a man or woman is by appearance. A gambler dresses to fit his profession. So does a minister. So does the salesman and business man.

While it is true that there are refined gamblers, and foppish ministers, and poorly dressed business men, it is just as true that the dress of the man to a large degree denotes the temperament of the man himself.

You will not judge a customer by dress alone, but it can be considered in making up your estimate of the man or woman, and should be given due credit along with the other points we teach you to observe.

If a customer is well-groomed, it denotes a *natural refinement*; but it does not necessarily follow that because a customer is not well-groomed he is not refined. He may be an intellectual worker, and so busy with thoughts that he has for a time quite forgotten the necessity and advantages of keeping himself well-shod and well-clothed and well-kept.

You can usually tell, after *close observation*, whether the customer's condition of clothes is due to pre-occupation in mental work, or whether a careless condition of the mind is responsible for it; and you can use your observed facts in selling the customer.

Carrying our thought a bit further, you should give attention to the linen, the shoes, the face and hands and neck, as well as to the outside clothes of the body.

A worth-while customer will keep his linen clean. If

a man wears clean linen, he will usually be clean in body. If he has a strong personal pride, he will not let his heels run down; nor will he wear a slouch hat.

Keep these things in mind. Learn to observe these seemingly insignificant things, for it is upon them that you must base much of your knowledge of a new customer, and with a knowledge of such minor points you will be better able to make the right appeal and sell him the merchandise or service you have to sell.

Judging the Customer Through Health and Energy

While you are observing the customer, you cannot help but notice whether he appears in a healthy and energetic condition, which will naturally result in a good-natured disposition; or if he is unhealthy and therefore in a lethargic condition, which will naturally make him sour-tempered and irritable.

In handling a good-natured customer, one who is vibrant with health and energy, you need not use the great care you will have to use with his unhealthy and unenergetic brother.

You will be able to be a confidence-commanding salesman with the first customer; while with the second anything that borders on familiarity, and which gives him the impression that you are trying to sell him, will make him irritable or antagonistic.

Get the *condition* of the customer's health in mind, and handle him with due consideration for his present bodily condition. The condition of his health will reflect itself in his *temper*, in his *actions*, in his *facial expression*, in his *feelings*, and in his *emotions*.

He may be a grouch when he is sick, and the kindest possible type of man when he is well. Take these things into consideration and deal accordingly with the man in front of you.

We do not here refer to the customer who is sick in the full sense of the term. If he is sick, he ought to be at home or in bed where he belongs. But he may be "out-of-sorts" because he does not take exercise, he may have been drinking over-much, he may have been over-eating—he may have been doing any of the things that for the moment put him in an unhealthy condition.

The strong, healthy, energetic individual breathes optimism, and friendliness. He is ready to arbitrate. He is ready to come half way. He is like a big Newfoundland dog, who when a small dog ran out and snapped at his heels took the little dog by the nape of the neck and tossed him over a fence into a yard and then went on his way.

The lethargic individual, the man whose liver is out of order, whose stomach is upset, gets the impression that everybody is against him.

He is the man who fights at the slightest provocation. He is the fellow who has a chip on his shoulder, and who goes around expecting somebody to knock it off, or inviting somebody to cross him. The salesman who is so injudicious as to accept his invitation to quarrel, loses his business.

Judging the Customer Through Voice and Actions

Each animal has its peculiar noise that takes the place of the voice of the human being. The dog has its bark. Different kinds of dogs have different kinds of barks. Some dogs "woof," and some "whine." Monkeys chatter. Owls screech. Birds chirp. Horses neigh. Donkeys bray.

On down through the animal kingdom there are different manifestations of the character of the animals through the noises they make in communicating with one another, on showing joy, fear, anger, etc.

The same is true of human beings to a degree. Human beings tend to express themselves much in the same way as animals do. Of course, human beings use words, which when pronounced are understood by all others using the same language. But, in tone, in pitch, in resonance, human beings express themselves as to character in much the same way as animals do.

You know men who talk with a whine. Is it not possible that something akin to the kicked dog is evident in their natures? You know of others who snap their words out as an ugly dog snaps at passers-by. Does this not show a snappishness of disposition? Still others talk with the confidence that a bull-dog shows in his bark.

Learn to attune yourself to the voices of your customers. Try to judge the men and their dispositions from the sounds

you hear. Inasmuch as the sound usually comes from the corresponding animal, you will be able to add to your character-judging ability in this way. Pitch of voice denotes *intensity of feeling*; tone denotes *qualities, sympathy*; and resonance denotes *depth of feeling*.

In considering the voice of the customer, make quite a distinction between the customer who talks with the "bull-voice" of inherent power and the one who expresses himself in the "bull-frog" way of the braggadocio.

These distinctions must be kept in mind, else you will often give a customer credit for being a powerful character, when he is only an inferior type.

Learn that power comes through *self-control*; and that the powerful man will seldom make himself undignified by growling at you, or by taking a strongly antagonistic attitude toward you without sufficient reason.

Mental Type vs. Manual Type

Business organizations usually classify their employees into two divisions, the **Mental Type** and the **Manual Type**.

The mental worker is a *planner*. The manual type of worker is a *doer*. The mental type *outlines* work to be done. The manual type *carries out* the instructions given exactly as they are given.

It will be seen from this that it is upon the power of mind of the mental type that the success of the business to a large extent depends.

Thus develops corresponding abilities to a large degree in the individual. The mental worker becomes a thinker in his personal, social, religious and political life. He is an independent voter, and can best be influenced through an appeal to his mental storehouse of facts and beliefs and memories.

On the other hand, the *manual type* of worker often becomes a cog in the wheel, and, as such, he loses much of his mental ability—provided he had it to begin with—and this decrease of mental vigor is liable to continue until he is unable to reason soundly upon issues vital to himself.

He never *realizes*, or *admits*, however, that he has lost his *mental alertness*; but insists that his beliefs, opinions,

and convictions be given consideration, and that he himself be considered an important element in the business in which he works.

He is proud of his mediocre attainments, seldom seeing the workings of the business outside of his particular department. He is a detail man and not a planner and originator.

The Scientific Salesman soon learns how to adjust himself to these two distinct types of men, and makes good use of such knowledge in selling his merchandise or service.

In fact, it is through his ability to reason with the mental type, and his ability to explain to the manual type, that the salesman is able to sell to both classes.

This *adjustment* on the part of the salesman soon becomes unconscious. He makes his appeals through an *intuitive* and *instinctive* knowledge of each type of customer; and he sells them because he has trained himself to properly handle each type.

Indoor Man vs. Outdoor Man

Indoor men are usually of the **Mental or Aesthetic Type**, while outdoor men are of the **Social or Physical Type**. The *indoor man* does not like anything that will take him out of doors. He is a sedentary worker.

Originally, to be sure, he may have been an outdoor type, but through disuse of his muscles he comes to dislike violent exercise and prefers to work with his brain rather than with his hands.

On the other hand, the outdoor man is dissatisfied and ill at ease if he is working inside, and is in his element when working in the open air.

The stenographer, the bookkeeper, the retail clerk, the office man, the advertising man, most lawyers and writers, are indoor types; while the wholesale and specialty salesman, the solicitor and canvasser, the army and navy man, the postal service employe, the policeman, the teamster, the chauffeur, the conductor and motorman, are all examples of the outdoor man.

The indoor man is a settled type. He prefers to make an assured living rather than take chances. He is, as a rule, a permanent acquisition of the house that first hires him.

He works his way up in the business. He often arrives in due time, but it may take him years to do it

However, he is not disappointed; just so he arrives. His idea is sure and safe success. He is not a plunger.

He works for a salary whenever he can possibly do so. He prefers regular wages to a piecework basis. He is usually honest, and when in good health, can be depended to do his work to the satisfaction of his employer.

The *outdoor type* of man prefers to take risks, with a better chance of gain. He is willing to go to a new country, and grow up with it.

He progresses faster than the indoor type of man, as a rule, because he has more courage. He does not live the equal life of the indoor man. The outdoor man has many ups and downs before he arrives, but he usually arrives in due time, with a larger bank account than the indoor man has.

The *outdoor man* is willing to plunge if he can see profit ahead. He is a commission worker, or when working in a factory is willing to do his work on a piecework basis. He wants to earn all he can.

It should not be presumed from what we have here said that the *outdoor man* is not found among inside workers. He is, and he is often very successful.

He is often found outside of working hours exercising his body through walking, gymnasium work, tennis, golf, baseball, swimming, skating, etc. He loves to exercise his body.

The *indoor type* of man, on the other hand, will usually be found reading in his spare time. He seldom takes physical exercise, and this condition in time makes him a much weaker man than his out-of-doors brother.

A *knowledge* of these two types of individuals can be had by any salesman who will *use his powers* of observation and perception. **Learn to distinguish types of men.** Learn men by groups whenever you can.

When you classify a man as a certain type, if you find him different, do not become discouraged; on the contrary, adjust your knowledge of human nature to the new conditions and handle the particular customer in the best way possible on the spur of the moment, and which seems to be the way that will enable you to make the sale.

Make distinctions. Classify by types. Adjust yourself to others. Then you will be able to *sell any individual* with whom you come in contact, for as you grow in experience, and in a knowledge of mankind because of *actual dealings* with many types of men and women, you will find it comparatively easy to handle any new type of customer you may meet.

A knowledge of how to handle a few individuals quickly builds itself into a knowledge of how to handle many individuals.

In *adjusting* yourself to customers, learn to adjust yourself to types, keeping the individual you are talking to in mind. You cannot fail to improve in your knowledge of human nature, and in the number of sales you make if you have such knowledge.

The Influence of Age on the Customer

You will not use the same tactics in selling a youth as you will a man; a girl as you will a woman. Neither is it possible to make the same appeals to a twenty-year-old customer as you would make to one who is forty or fifty or seventy-five.

The salesman who is observing soon learns the differences in people that are brought about by age, and he profits by such knowledge.

In youth, we are impetuous and are most easily sold on our emotions. We want many things that really have no value to us outside of the mere attainment.

Our judgment is weak, and it is for this reason that a minor is not held liable in law for any thing he purchases outside of his necessities; which would often not be obtainable if merchants and salesmen were not protected in this manner, as no one would trust a minor without a semblance of protection by law.

Between twenty and thirty, approximately, the man or woman is laying up experiences which will help in later life. Between thirty and forty a man is concerned chiefly in protecting himself for the time which he sees is approaching when he will be a dependent. He wants to be independent of his children, and he wants his children to have a good start in life.

Usually the twenty to thirty year old individual is a

spender, between thirty and forty an *investor* and *spender*, and after forty an *investor*, with an eye to the future.

Training *changes* these conditions as a general rule, but they may be taken as a *middle ground* for *judging* the customer and making *right* appeals.

Most men and women consider that it is too late to start to learn after forty, but such is not really the case. A student will often find it possible to achieve distinction in his chosen line of work if he does not begin to study until he is fifty or sixty but, realizing the danger of putting off the acquisition of knowledge, most men and women get their training as early in life as possible.

There is no doubt that a man's mind can be as keen at sixty as it is at twenty, if throughout the years of his experience he used his mind in observation and thinking and studying.

You yourself know of individuals twenty and thirty years older than you who are considered remarkable for their keenness of mind and their hopeful outlook for their futures.

Keeness of mind results from constant use, just as a capable body results from continued care in eating, exercising and breathing.

You cannot always judge a man's mind by his years. He may have the body of an octogenarian and the will of a youth. He may have the body of a youth and the mind of an octogenarian.

As a rule, however, the powers of a man or woman begin to decline after fifty, and you should take this into consideration when appealing to that man or woman.

The above *refers* to physical powers. When you find a man of fifty *studying*, you *must classify* him as fifty in *experience* and *knowledge* and *wisdom*, and as twenty or thirty in his hopeful outlook on life.

Youth is impetuous. The thoughtful young man has curbed some of his impetuosity, and is eager to see what there is in life, and to advance himself. This man is taking things slowly *but* surely, trying to avoid slips that will make it necessary for him to go over the same ground again.

The older a man gets the more he is able to profit by his own experience, and the more likely it is that he will

decide on what he knows and believes rather than on the advice that is given him by others.

The man past fifty will as a rule be conservative, and will make no investments that he does not think are sure.

Summing up what we have said, we arrive at the following conclusions: The twenty to thirty year old customer is a *plunger*, rejecting outside advice except when it agrees with his or her own ideas.

The thirty to forty year old customer is a *plunging, progressive-conservative*, accepting outside ideas when they are reasonable.

The forty to fifty year old customer is a *progressive-conservative*, making use of his or her own experience, outside ideas, and general knowledge; and the fifty to sixty year old customer is *conservative*, relying more and more on what he or she has learned from the varied elements that composed his or her own life.

After sixty years it is usual for men to lose more or less of their mental vigor—unless they are *constant* in their physical and mental improvements.

When such is the case, they become more or less childish and are appealed to through *superficial* conditions and *suggestive* arguments.

It will be understood that all we have said here is an outline, and must not be followed without continuous observation on your part. You must get experience before you will be a good judge of customers, and we are only outlining these different points of view to **cause you to observe for yourself and reason for yourself and act according to your own judgment.**

Use sense, *salesman's commonsense*, and you will not go astray in your judgment of the characteristics of customers of different age.

The Characteristics of the Masculine Mind

What is it that *makes a man* a man's man? It is his *type of mind*, his *dominating personality*, his *courage*, his *aggressiveness*, his *working capacity*, his *will-power*, and his *positive character*.

You yourself have very distinct ideas of what makes a man. In Japan it is customary for a man who has disgraced the family to commit Hari-Kari (suicide).

This goes to show that ideas, of what a man *should be and do*, vary. You know what you must do, and what you must refrain from doing to be a real man in your community.

Today the measure of a man the world round, however, is his ability to "*face the music*," to "*come back*," to *fight* his way to the top—either in business, politics, religion, or any other line of human activity.

All men measure a man by positive qualities. It is the force of a man's character—whether or not that character shows on the surface—that makes him measure up to the standards in his community, neighborhood, or organization.

When you hear the expression, "He is a real man," find out what qualities make him so in the speaker's mind. Then you will gradually add to your knowledge of the *characteristics of the masculine mind*.

It is this knowledge, and the development of yourself to be able to measure up to the standard in your community, or with your trade, or in your profession, or in society itself, that will make you a *big success* as a salesman.

We are here giving you only a hint of the characteristics of the man's mind. You know more than we can here name. But, remember this, every man who lives up to the standard outlined for him by his immediate fellows must be of the *right kind* of an individual, and be able to *do something* that makes him a respected member of his community.

He must be a somebody. That is the secret of being a man, and once you find out what you will have to know to be a man, you will be able to appeal to other broad-minded or narrow-minded men on a basis of genuine manliness. And this will "*go*" the world over. It takes positive qualities to make a real man.

The Characteristics of the Feminine Mind

It is admitted that it is a woman's *inalienable right* to change her mind. Man is not supposed to have this right. If a man changes his mind, he is expected to give a good reason for it, or else be regarded as a promise breaker.

The woman, because of her complex nature, is not held to account for many of her words and actions. She is

regarded as being subject to various changes in disposition and character.

If she is not a trained business woman, she is constantly shifting in her attitude toward things. Few men claim to *understand* women, but the Scientific Salesman, although he will not vouch for what his women customers will do next week or next month, knows how to appeal to them right now—by a *knowledge of the characteristics* of the feminine mind.

The masculine man is hard. The feminine woman is soft. Men are naturally thinkers and reasoners. Women are naturally emotionalists and reason through what is called "*intuition*." Intuition is another name for "jumping to conclusions."

The woman *feels* that things are so and not so. The man *gets facts* and *concludes* that they are so or not so. This is why it is said that the man and woman are complementary. The two types of minds make the balanced human being.

There is no doubt but that a system of training that makes a woman *think more*, and a man *feel more* is better than a system that develops woman's *emotional* nature, and man's *thinking* nature. The man is weak where the woman is strong. The woman is weak where the man is powerful.

From this it cannot be assumed that man is all mind, and no feelings; or that woman is all feelings, and no mind. There are gradations of men as well as gradations of women.

In order for a person to have a masculine type of mind it is only necessary that the person be 51 per cent masculine, with 49 per cent feminine.

In order for a person to have a feminine mind it is only necessary that that person be 51 per cent feminine, and 49 per cent masculine.

The necessity of man's getting the living throughout long ages past has developed what are recognized as the masculine qualities.

Woman has been secluded in the home. It has not been as possible for her to meet other human beings and learn their ways of thinking and doing as it has been for man, and as a result of inheritance, she has the retiring,

bashful, pliable, sympathetic, emotional qualities we now observe in her.

It will be seen from this, however, that modern times, which have *made it possible* for women to battle with men in the business and industrial world, have developed many masculine qualities among women as a class, and it is *seldom* today that a *pure masculine* or a *pure feminine* type is found.

Women as a class have become masculine in thinking and doing, while at the same time keeping their emotional natures; while men as a class, because of inherited wealth, and other conditions which have removed the necessity of physical struggle, have become possessed of certain feminine qualities.

You will have to sell either men or women by the appeal to the qualities possessed by the particular human being with whom you are dealing.

It will not be possible, as you will see, to sell a man on intellectual appeals alone, if he shows that he is emotional in nature; neither is it possible to sell a woman on emotional appeals alone, if she shows that she has certain masculine characteristics.

This should not confuse you as a salesman; it should rather make it easier for you to sell all classes of customers. You will treat each type as a distinct personality, remembering what we have said in these pages about the *characteristics* of the *masculine* and the *feminine* mind; and, after considering the type of customer from what that particular customer says and does, you will sell the individual with whom you are dealing.

From what has been said, it will be recognized that a woman, through *temperament* and *inheritance* is submissive, true to man, individualistic, ready to render service to those near and dear to her and sacrifice for them. She is saving of food, clothing, and money, and a natural specialist. Judge your women customers with a regard for these natural traits.

Three Important Considerations in Selling

Eye-mindedness. What is it? **Ear-mindedness.** What is it? **Muscle-mindedness.** What is it?

From what we have before said about the seven senses,

you will almost be able to figure this out without our aid; but, it is an advantage to realize that the seven senses, although they must be considered in making your appeals to the buying motives, can be made use of in appealing to three distinct types of customers.

These three types include the *mental*, the *social*, the *aesthetic*, and the *physical* type of customers before outlined. We have explained how *all four* temperaments can enter into and be a part of the same man. In the same way, a customer may be balanced in eye-mindedness, ear-mindedness, and muscle-mindedness.

An **eye-minded** customer is one who can get things best through the eye. He can understand a book better than a lecture. He likes a moving-picture show, perhaps, better than he does an opera. He can use his eyes better than his ears, and he follows the lines of least resistance in taking pleasure through his eyes, rather than in forcing his attention through his ears.

This type of man can often read a book, and tell you *every* important thought in it. If this same man would hear the same book through another, such as in a lecture, a play, etc., he might not be able to give you the "drift" of it.

Appeal to the *eye-minded* individual *through* his eyes. He usually has a forehead that *slants* more or less. He is the *perceptive* type of individual and because of this, it is easier for him to *perceive* and *remember* and be *impressed* through his eyes than through his ears or through actions. This man prefers an actual demonstration backed by facts.

The **ear-minded** customer likes a salesman who is a good talker. He can *understand better* when he is appealed to through talk. He is not so interested in reading, for he cannot grasp information through the printed page as easily as he can when he hears it.

He is the opposite of the eye-minded person in this respect. The ear-minded customer likes *tone*, *music*, *sound*, correct English through spoken words, to hear lectures, to hear good music, etc.

He is usually a *reflective* type of man. You can distinguish this reflective type by a large well rounded *forehead* that does not slant, but is full in front. He is not as quick

as the perceptive type. He is usually a deliberate thinker, and he prefers reasons to facts.

If he has the reasons he can build up in his imagination a mental-picture of your goods, and come to a conclusion without the aid of pictures or demonstrations.

The **muscle-minded** customer belongs to the class of individuals who remember mainly through *actions*. These people remember that they have done a certain action before, and from such memory build up an eye or ear picture.

They can *best* be appealed to by letting them *use* your goods under *actual* conditions, by letting them feel your merchandise, by calling their attention to the actions they have done in the past that are similar to the actions that will take place once they have your merchandise.

It should be recognized that these three elements are a part of each individual. It is much easier to appeal to the average man through the eye than through the ear. The *ear appeal* and the *muscle appeal* are more similar in the results they bring.

As a rule the salesman, to be sure of himself, will at the start appeal to a customer *through the eye*, at the same time describing his goods *through the ear*, and then appealing to the *physical senses*—the *muscle mindedness* of that individual.

When these three appeals are made harmoniously, it is no great effort for the salesman who knows his goods, and who has the confidence to face a customer and say to himself, "You're Mine," to make a sale whenever a sale is possible and legitimate.

Handling Employers—Executives—Foremen—Employees

Men who are wealthy or who have a bank account and property, carry with them a certain independent air that can be recognized by the scientific salesman after little practice.

These customers are self-respecting, and *demand* consideration from others—because they can *force* this consideration through their money if they do not *get it* from the strength of their characters, or the force of their personalities.

Employers are in this class. These men are usually willing to risk what they have for more. When a man has money, and puts it in a business, he risks that money.

This gives him a certain *hardness of character* and an *aggressive disposition*. His success is either built on his own ability, or on his ability to judge men and get the right kind of men to think for him.

The **Executive** is the employer who has his capital invested, and who himself has brains; or he is the high-grade business man without personal capital, or the courage to risk his own money in a business which he himself directs.

There are types of men who prefer to work for themselves; and there are other types who prefer a sure salary or income to working for themselves, even though individual business building promises them much more than they can make under an employer.

The executive, even when he does not own the business, is a high-grade individual, a man who can think, and think hard, and he demands consideration. He is not a subordinate. He is an independent type of mind, and can be sold on his *thinking power* and *ability*.

The **Foreman** type of man is a less capable man than the executive. He is, in a word, a *subordinate* executive. The executive proper might be called a *leader* type of man. The foreman, as a rule, is a *follower* type.

He may, however, be an executive in the making; and, in dealing with this type of man, it is necessary that a salesman take into consideration the man's personality, his forcefulness, his intelligence, and his ambition.

The foreman, even though a willing subordinate type—and by this we mean a type of man who is willing to work for others for life, is of a higher type of mentality or development than the employe proper; and, as such, demands and merits the full consideration of the salesman; he should be respected for raising himself above his fellows.

Handling the Tobacco-Using Customer

Here is an angle that will be of value in judging the customers you meet who are tobacco users. We do not claim that this outline is absolute, but it is a method of judging that will increase your sales and your powers

of observation, and give you an extra angle with which to determine the types of your customers.

Take the customer who is a *cigar smoker*, for instance. This type of man is usually an *earnest* individual. He may or may not be a serious type.

He is usually a self-respecting individual who likes the approval of others, and, as you yourself know, it gives an impression of *respectability* and *solidity* for a man to smoke cigars instead of cigarettes.

Because it takes so much longer to smoke a cigar than a cigarette, the cigar smoker might be regarded as a *more thorough* individual than the cigarette smoker.

He is an "*I will see the thing through*" type of man. He is also the type of individual who likes to *display his knowledge*, and receive credit from others for his reliability and character.

He is seldom a temperamental type of man. In fact, he is a *deliberative*, dig-out-the-facts type of customer. He is not naturally nervous, and is inclined to be calm under all conditions.

The *cigarette smoker*, on the other hand, may be *superficial*, *nervous*, *artistic*. He is not likely to consider his opinions of much more importance than he does the information that comes to him from others.

He is often nervous because he smokes cigarettes, or he smokes cigarettes because he is nervous. The cigarette is a short smoke, and it is usually the aesthetic and the nervous mental type that uses it habitually.

Artists affect the cigarette, as it is supposed to give a temperamental personality to the individual using it. Cigarettes are *dangerous* to a salesman, however, for few men, even those who use them, like to do business with a habitual cigarette smoker.

As a rule you will find that the high-grade salesmen and business men who use tobacco smoke cigars. Retail clerks, solicitors, and canvassers usually smoke cigarettes.

It is not our intention to draw conclusions from this. You can observe this condition. It would seem out of place for a man who is selling coal and lumber to smoke a cigarette. This same man might smoke a cigar without hurting the opinion the customer might have of him.

No salesman who deserves business ever goes into the

presence of a customer with either a cigar or cigarette in his mouth, and particularly when calling on new trade. This is a rule of courtesy that should not be varied.

Many salesmen are invited to smoke by the customer, and then it is consistent to do so; but, most salesmen of the better class, who smoke, when offered a cigarette by a customer, politely accept it and offer a good cigar in exchange.

Inasmuch as there are so many non-smokers among definite classes of customers, scientific salesmen are now more and more becoming non-smokers.

There is no question here about the value of tobacco. We do not presume to lay down rules that all should follow; but the use of tobacco makes a man less efficient.

The tobacco user cannot be as efficient as he would be if he did not use tobacco. He cannot get as much out of himself as he would if he did not smoke.

True, many smokers are *more efficient* than non-smokers; but this is due to the quality of the men themselves, and *not* to the *added efficiency* brought about by tobacco.

Men know this, and it is possible to make a *distinction* between *those who use tobacco* and *those who do not*. Because a man does not use tobacco is no reason why he has virtues that a tobacco user lacks. He may be in either the cigar smoking class or the cigarette smoking class or the tobacco chewing class of qualities of temperament, and not know it himself.

The salesman who *keeps his eyes open* will soon *determine the characters* of the different types of individuals, and will find it an easy matter to judge between the man who smokes good cigars, cheap cigars, boxed cigarettes, and the man "who rolls his own."

Handling the Sitting Customer

When you first enter a prospective customer's store or office, and *find him seated*, you can tell something about your man by observing his position in the chair.

If he is *slouching* in his chair he is *not dignified*. Is he *sitting upright*, in a businesslike position, which shows he has work to do, and that you are an intruder who has interrupted his work? If so, he is a good business man, and has becoming dignity.

Does he *sit easily* and *naturally*? Then he is a good-natured, well-fed, "at-peace-with-the-world" individual.

Does he put his feet on his desk, and make no particular endeavor to remove them when you enter his presence? Then he does not care for your opinion, or the opinion of others. He is an instinctive democrat.

If he removes his feet, your presence impresses him. Your personality is getting in good work. He is giving you consideration, perhaps without personally realizing it.

The customer who lounges is either lazy or relaxing. You can tell from the type of customer which is the case. If he is *lazy*, you will have to make an appeal to him with his lazy streak in view.

If he is *relaxing*, you will know that you can be more positive, and make suggestions during your selling talk that will impress themselves on his mind—because a customer who is in a relaxed state is peculiarly amenable to suggestions.

As a matter of fact, most salesmen find it profitable to talk in a tone slightly lower than that used by the customer in order to *produce* this relaxed state.

When the salesman is graceful in his movements, so they will not attract the customer's attention from the merits of the goods, and when he talks in an expressive manner, yet with a modulated voice, and with sincerity in each sound he utters, the customer is lulled into a state of mind that makes him peculiarly sensitive to impressions and suggestions.

Then the salesman will proceed to handle the customer carefully and offer suggestions as rapidly as the occasion demands, and as rapidly as the type of customer can take them.

You will see from this that it is quite possible for you to add to your selling ability by *observing* the *sitting position* of the customer. But it is not only the sitting position of the customer that should influence you; you can learn to observe how men of different types and temperaments stand and walk.

Make good use of *your* head. It was put on your shoulders for the purpose of being *used*. Use your eyes. They

are a periscope for your feet, and legs, and body, and arms. Use them. Make them *serve* you well.

The trouble with so many salesmen is that they do not know how to *think*, how to *observe*, how to *perceive*, how to *act*.

Once you have *learned* these things, you are a salesman, and a scientific one. Get all the knowledge you can; then you will be *ready* to succeed.

The call today is for men, real red-blooded animals with reasoning minds, and strong bodies; with *heads* and *hearts*, with "*go-get*" to them. Your call is your "*urge*."

If you have no *urge* within, you are a nobody. If you have an *urge* to do something, to be a *somebody*, neither men nor things, neither failure nor success, can stop your upward climb through the responsibilities of each day, toward your ultimate ideal.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I CLASSIFY MY PERSONAL FRIENDS AND BUSINESS MEN WITH WHOM I DEAL ACCORDING TO BUSINESS TEMPERAMENT AND PERSONAL TYPE?
 - 2.—DO I OBSERVE MY BUSINESS FRIENDS AND ACQUAINTANCES TO KNOW THE TYPE TO WHICH THEY BELONG, AND DO I ADAPT MYSELF TO DIFFERENT TYPES?
 - 3.—DO I CLOSELY OBSERVE THE OUTWARD SIGNS SURROUNDING MY CUSTOMER, THAT I MAY LEARN ABOUT HIM THROUGH HIS VOICE, ACTIONS, EXPRESSION?
 - 4.—DO I LEAVE SOMETHING TO THE IMAGINATION OF THE MENTAL TYPE OF CUSTOMER, BUT EXPLAIN CLEARLY TO THE MANUAL TYPE?
 - 5.—DO I NOTE THE DIFFERENCE BETWEEN THE INDOOR AND OUTDOOR TYPE OF CUSTOMER, AND CONDUCT MYSELF ACCORDING TO MY MAN?
 - 6.—DO I KEEP IN MIND THE AGE OF MY CUSTOMER, AND ALSO HIS MENTAL ABILITY AND RELIABILITY, THAT I MAY MAKE A DEFINITE APPEAL?
 - 7.—DO I NOTE THE DIFFERENCES BETWEEN THE MASCULINE AND THE FEMININE MINDS, AND REALIZE THAT MAN OR WOMAN CUSTOMER MAY HAVE EITHER MASCULINE OR FEMININE TRAITS—OR TRAITS OF BOTH?
 - 8.—DO I CONSIDER WHETHER MY CUSTOMER IS EYE-MINDED, EAR-MINDED, OR MUSCLE-MINDED; AND CONDUCT MYSELF ACCORDINGLY?
 - 9.—DO I CLASSIFY MY CUSTOMER ACCORDING TO HIS POSITION, WHETHER HE IS AN EMPLOYER, AN EXECUTIVE, A FOREMAN, OR AN EMPLOYEE; AND DEDUCT FROM HIS POSITION FACTS THAT WILL HELP ME SELL HIM?
 - 10.—UPON ENTERING AN OFFICE OR STORE, DO I SEE WHETHER MY CUSTOMER IS SITTING, STANDING, SMOKING, WORKING, ETC., AND MEASURE HIM, SO FAR AS POSSIBLE, WHEN I AM MAKING MY APPROACH?
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SUMMARY—LESSON ONE

1. Know your customer's physical and mental make-up if you would handle him successfully.
2. Motives make men buy—study motives.
3. Your customer's habits determine the point of contact.
4. A salesman must not only be tactful, but forceful.
5. The "out-of-sorts" customer must be met with a pacific attitude.

STUDY UNIT NUMBER SIX
LESSON NUMBER TWO

CUSTOMERS TO GUARD AGAINST IN SELLING

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Lesson Two
CUSTOMERS
to
GUARD
AGAINST

Grafting	{ Bribe Seeking Lacking in Loyalty Be Straight-forward
Malicious	{ Revengeful Will Seek Offense Be Tactful
Miserly	{ Profit Seeking—Embittered Lovers of Money Show Profits
Plunging	{ Business Gambler Over-ambitious Customers Be Cautious
Conceited	{ Self-Satisfied Be Tactful Use Praise
Cunning	{ Furtive—Stealthy Secretive Be Open and Frank
Changeable	{ Vacillating Liable to Countermand Be Definite and Cautious
Deceitful	{ Negative Type Untrustworthy Needs Watching
Drinking	{ The Social Type The Cold-natured Type Use Heart or Selfish Appeal According to Customer
Untruthful	{ The Habitual Liar Watch Closely Force Collections
Suave	{ The Better Salesman Possesses Shrewdness Handle Carefully
Good Time	{ The Old Type Looks for Entertainment Guard Against Overdoing
Hypocritical	{ Not Dependable Untruthful Guard Against Promises
Postponing	{ "Not Ready to Buy Now." Force Action Close by Persuasion
Be on Your Guard lest, while Hunting for Customers you let Yourself be Trapped.	

LESSON NUMBER TWO

CUSTOMERS TO GUARD AGAINST IN SELLING

THE GRAFTING CUSTOMER

THERE is no class of customers more disliked by salesmen in general than the "grafting" type. This man *always* has his *hand out* for a **bribe**. He *may not ask* for it outright; but he *shows* you as *plainly* as words that he will not buy from you unless you come to *his* terms, and make it *profitable* for him.

He may *simply tell* you he is not interested in your goods, but he is sure to leave a *loophole* for you to offer him an "*inducement*" to buy. He is usually a *narrow-minded* type of individual and is **lacking in loyalty** to his firm.

Goods should be bought on merit and good salesmanship. When a buyer does not buy goods on merit he is disloyal to his firm, and is putting himself in a precarious position if found out.

It is the *duty* of the salesman, when a buyer tries to *force* a bribe, to go over the head of the disloyal individual—first getting the proof—and *sell* the man higher-up.

It is very unsatisfactory for a customer to always be looking for an *extra inducement* to which he is not entitled. It is *legitimate* for a customer to get the best of a bargain if he can, but to take advantage of a salesman in order to further his interests is not tolerated by business firms.

No business can last long if its *buyers* and *office managers* and *executives* look out for their own interests to the neglect of getting quality goods for the firm. If there is any special *inducement* that the salesman can offer to get immediate business, this *inducement* should enter into the profits of the house; and, when this is not the case, the buyer is dishonest.

Sometimes ~~all~~ the dishonest buyer looks for is much *entertainment*, and a few *presents*, and it is sometimes wise for the salesmen to cater to him to this extent, but when the buyer wants anything that savors of a bribe, it is

the duty of the salesman to refuse his request or suggestion, in the interests of sound business.

When a customer shows that he is *seeking* something he is not entitled to for his *own benefit* rather than that of his house, he is entitled to a *hard fall*; and, if you can profit by giving this to him, do so, for your conscience can bear it. Get this type of buyer into an awkward position, and *use this advantage* to close the sale.

The Malicious Customer

Occasionally you will come across a customer who "has it in for your house." This type of buyer will be interested in your sales talk and demonstration *mainly* as a *means* of overcoming your points. He does not *intend* to buy, even if your goods *are* right.

He will be interested in *wasting* your time, and energy, and in *arousing* your temper and in getting in a "few knocks" against your firm. He cannot get in *personal touch* with the members of the house, and so when you come to see him, as the nearest representative of your establishment, he makes you the "*goat*" for his ill-temper and maliciousness.

This man is a *vengeful* type. He either has a complaint against you or your firm which was not settled in a satisfactory manner, or something he did not like was said or done by the salesman who formerly made the territory.

You will have to use *real salesmanship* in order to deal profitably with this type of customer. Endeavor to change his viewpoint, and develop him into a *permanent* customer for your house. One *measure* of your salesmanship will be in your ability to satisfy the malicious customer and again *secure* his business on a *profitable* basis.

You can do this by making things right or by explaining the policy of the house, or by going out of your way to do the malicious customer a personal favor—that will, in turn, bring the customer to see that the firm that employs such a first-class salesman must be a good firm to deal with again.

You can develop this type of customer into a personal friend if you use salesmanship and your approach and *selling methods* are such that you make a *good* impression

and *prove* your desire to do the right thing by all who deal with you.

The *malicious* customer, when offended, *buys from another* salesman. He may have been a good business friend of yours to begin with, but because some condition occurred which you possibly were not at all responsible for, he turns against you and your firm—as he feels he has a right to do—and takes vengeance upon your firm by refusing you future business.

You *can get* this customer back, and hold his trade, if you prove that you and your firm are in the right; or if you show him that the mistake you or your firm made was involuntary, and will be adjusted.

The Miserly Customer

An appeal to the miserly customer must rest upon caution or upon profit. He will not *often* be reached through the *higher* appeals.

He is interested in *saving* the money he now has, and *adding* to it in any safe way. He is *not* interested in speculation. He does not have much faith in the general run of humanity.

He is a sour-tempered, embittered customer; and he *trusts* no one so much as he does himself. He is out for all he can get, regardless of *how little* he *gives* in return for it.

Make a *saving* or *spending* money appeal to this man along "*get more money to save*" lines. You can *induce* him to part with a little of what he has if you can *convince* him he takes *absolutely* no risk.

He will *spend* his money if he can get more by doing so. He will *spend* if his imagination is aroused to the possibility of having so much more than he now has.

He can be *induced* to do things through his love of money. He is not concerned with refinement. He may be *appealed* to through love of children and home in rare cases, but, as a rule, only the "*love-of-money*" buying motive *stirs* his *imagination* to where he will act.

To influence this type of customer, feel like a miser yourself. Get ~~the~~ idea in your head that *nothing* means so much to you as money, and make an appeal to him along the lines suggested by the thoughts that then come into your mind.

You will find that he can be influenced by the "*get more and more*" appeal. You will find that the jingle of money will influence him. Describe to him his feelings when he sees the money coming in from the *profits of the sale* you have made him; or the *satisfaction* it is going to be to him to avoid *paying out money* because of the money he is *saving* through the usefulness of your goods.

Agree with him concerning the *necessity* of *storing up money* for old age, and when the "*rainy day*" comes, and that no one is willing to take care of him like he will take care of himself. You can make a *heart appeal* to the miserly customer along money lines, if you will think with him until the sale is made, and clinched.

The Plunging Customer

This customer is a business-gambler. He is the type of man who will *bet his all*, from a business standpoint, on the *outcome* of an uncertain thing. He will *overstock*, as will the ambitious customer.

The *plunging customer* is usually ambitious, but he may not be willing to work hard for success like the *ambitious customer*. He may want success to come to him on the wings of the "*luck-bird*" instead of on the wings of the "*grit-bird*."

If he has a thousand dollars to invest, he will *take a chance* on investing it in the kind of merchandise that promises the biggest returns.

He is the type of customer that will buy a car load of heating stoves, when the village in which he has his business requires only ten stoves a year to satisfy the actual need.

Naturally, you will help this customer to *hold himself* down. You can help him establish a permanent, profitable trade if you will give him the benefit of your experience.

You will not find it hard to get him to *keep his stock supplied* from your line of goods. You will find it hard to sell him *little enough* to satisfy his immediate and future needs in such a way that he can get a sure and quick turn-over and profit rather than a slow turn-over.

It is the *highest form of salesmanship* to be able to handle a customer for his *own* benefit, and it is customers similar

to the *plunging customer* that most need your knowledge and experience and judgment to back them up.

The plunging customer is *usually* a free spender. He will want *quality* goods in large quantities. You must guard against selling him *all quality* stock, however, if he has to cater to a cheaper line of trade as well. You want him to carry a stock of goods that will move and thus enable you to sell him again.

Knowing your own honesty, and that you can serve him well, you will work to keep him as one of your *permanent customers*; and not let him fall into the hands of a salesman who is *selfishly interested* in his own temporary success, and who has no regard for the plunging customer's success.

This type of customer is usually a *worthwhile individual* to cultivate, and it is your duty to serve him well; at the same time adding to your profits.

The Conceited Customer

Your customer may overestimate his own abilities. If he does, he is *conceited*. He ought to be kept on the "right track," as far as you are concerned.

This customer may not be *outwardly egotistical*, but he is *inwardly* quite confident that he can *sell better* than any other merchant in town, *do more business* on less capital, and get a better line of credit from any salesman.

This customer *will overbuy*, if he wants your line because of his conceit. It is your duty to keep him from overbuying, and to induce him—*by diplomatic means*—to cut down his order, if he has already given you an order for more goods than you know he can dispose of, or *pay* for. You want him to sell what he orders and meet the bill when it comes due. You do not want to *overstock* him.

Handle this type of customer *tactfully*, as he is *sure of himself*, and should you indicate that you doubt his ability to "*make good*" with the order he has given, you will be endangering your sale.

There is *nothing serious* from your point of view in a customer having more confidence in himself than you believe is justified, provided you *keep your house* from losing money on his overconfidence.

You *can and will* make suggestions to such a customer

that will help him avoid the failure for which he may be headed.

When a customer gets overconfident, and has *too much* faith in himself, he is likely to *neglect* sound advice, and to *neglect* planning for new business, and depend too entirely upon his own special abilities—which he thinks he has—for success.

The conceited customer does not often profit by another's experience. He may profit by his own and if he profits by his own, he will at least overcome part of his conceit, and may be very successful.

Appeal to this customer *by showing him* that it is easy for *him* to sell your product, inasmuch as *he himself* knows he has the ability to sell it. He will appreciate your recognition of *his* ability, and *buy from you* in preference to another salesman who does not handle him as tactfully as you do.

The Cunning Customer

Animals are more or less gifted with a faculty which we may term "cunning." There is a type of customer who has this *same faculty* developed out of all proportion. It is a *physical* attribute, and not a high order of mind. It is the faculty that is *highly developed* in the sneak-thief, in the pick-pocket, and in the shop-lifter.

The "*cunning*" customer is not shrewd. A thinking salesman finds it an *easy matter* to understand him. But, you will have to handle him properly or he will *get away from you*, or will put something over on you.

In Salesmanship it is necessary that you deal with all *types* and *temperaments* of human beings. Because a customer is *usually developed* along a line that you are not, is no reason for your not selling him. His money is good and you can get some of it when you sell him your merchandise.

But, with the overly *cunning* merchant, you will find it necessary to watch him carefully from the standpoint of credit. Sell him for cash if you can. The *cunning* type of man usually shows what he is in his "ferret-like face," and in his "furtive eyes."

Again, it may not be the desire of the *cunning* customer to take advantage of you. He may only like to tell himself that he is "*shrewd*." He may *uphold himself* and think

that the "under-cover" method of getting results is the best way for him. He may like secrecy, and may take an interest in getting things in a roundabout manner.

Regardless of how he feels about it, you want all of his business that is safe, but don't *sell* him on credit or *recommend* him for credit unless you are absolutely sure of your ground.

Let this type of customer think that you judge him to be shrewd, but *do not* let him get the impression that you are *watching* every move he makes, and *counteracting* his negative moves with positive ones. Play his own game; but not dishonestly.

The Changeable Customer

When a customer changes his mind often, he is not dependable even in buying. He may *countermand* the order he gives you before the goods are shipped. In handling this type of customer let your sale be a *complete one*. Use the greatest measure of tact and good judgment. Sell the customer on *both price and quality*.

An extreme type of customer will *give* most any salesman who calls on him an order, *countermand* most of them by mail the same day, and then go to the city and buy most of his stock.

One salesman who had had this experience a number of times with a merchant that he had been calling on regularly for several years, laid a plan to catch him at his own game, so as to be sure that his order "stuck."

The salesman wanted to cure him of the "countermanding habit" if possible, so he made all arrangements with his house to *speed things up* the moment this order came in.

The salesman made a trip to the customer's town, called on him and signed him up for a large order. Then the salesman offered as an excuse that he wanted to go to his hotel and bring back another grip of samples to show the customer, but while out, he called up his firm by "long distance," gave them the order, and then went back to the store and "stuck" with the customer.

Connections were good. The salesman's firm packed and shipped the goods by express inside of two hours, and in fact they arrived in the customer's town on the same train the salesman left town on, and were delivered at the customer's

store that same afternoon before the customer even had time to mail a letter he had written countermanding the order.

This was *ingenuity*. It brought results. The customer kept the goods, and became a *permanent acquisition* of the salesman who kept him in line.

You can *handle the customer who changes his mind*, if not as *strenuously*, just as *effectively* as did this *Scientific Salesman*. Do it, and keep his business with you.

The Deceitful Customer

It will be your aim and ambition to do the largest possible volume of business, but you *must do business on terms* that will *make it profitable*. Be as *wise* as a serpent and as *harmless* as a dove and do a good and profitable business with types of men who would take advantage of you if they could.

You will find the *deceitful customer* one of these negative types. He will *deceive* you with regard to his ability to pay for what he orders, his volume of trade, his ability as a merchant, and anything else that will help him *appear better* in your eyes, that he may get a good line of credit with your firm, or because he wants you to shade your prices.

You *must protect your house* against *unscrupulous customers*. It depends on you as its representative, in the matter of credit, to a great extent. It thinks you have brains, else it would not turn you loose to meet the varying types and temperaments of customers you must meet in almost any territory.

Your house believes you know how to handle yourself. It does not believe that anything can be "*put over*" on its salesmen, for it has chosen them with care.

Catch the *deceitful customer* at his tricks, but do it in such a way that he will not become offended. *Handle him politely*, and sell him on terms that you feel confident will be approved by your firm's credit department.

Use your *best salesmanship* in dealing with this type of customer. Use your own developed judgment. Make a strong appeal to get him in line and let him know that your house holds you to definite standards, and that you cannot

take his business except on definite terms—*then do business with him, on a profitable basis.*

The Drinking Customer

There is no assurance of the permanency of the business of the Drinking Type of customer. Large industrial and commercial institutions have *recognized that excessive drinking* on the part of subordinates and executives *produces negative conditions*, and makes the employees less *reliable and capable* in daily work.

A moderate use of alcohol may be continued for years, with but little outside effect. But, in spite of this, drinkers may be classified into two groups:

- (1) *The man who drinks with others for social reasons.*
- (2) *The man who drinks by himself because he likes it.*

It will be seen that the above two types of drinkers represent two *distinct types* of personality.

The *first type* is the man who likes his friends, who likes social intercourse, who is a good fellow—in politics, in society, in business. He is the social type. He is a good-natured individual, as a rule, and it is *not hard* to do business with him.

He is governed by his *feelings* and *emotions* more than he is through *mentality* and *will-power*. He is the fellow who cannot say “no” to a friend or acquaintance. He will take his last dollar and split it with you. Use *suggestion* in dealing with this type of customer.

The *second type* of man is a *cold-natured* individual. He is often a mental worker. He is a selfish, and more grouchy type of customer. It is hard to make an appeal to this type of man through the feelings and emotions. He is selfishly bound up in himself. He fears the opinions of outsiders. He drinks “on the sly,” as it were.

He cares little for *friendship* and much for *profit*. He wants to increase his profits so he can better satisfy his own desires and add to his own pleasures, either mental or physical.

Give this customer *reasons why*, but never try to get familiar with him in any sense of the word. Appeal to him *through his head* rather than through his heart.

In a word, *adapt your appeal* to the *type* of customer with

whom you are dealing; and *sell him* because he is *socially inclined* or *socially exclusive*, as the case may be.

If he helps others, give him a *heart* appeal; if he caters to himself alone, give him a *selfish* appeal. You *need never drink with a customer to sell him*; in fact, you can *sell* either type quicker if you are strictly business and abstain from drinking.

The Untruthful Customer

Here is the "habitual" liar. He lies because he *prefers* to lie. It has become a habit with him and he seems to be unable to overcome it. He may have a weakness for telling untruths.

Know when he is telling you the truth or the untruth, and tactfully get him to acknowledge each point as you make it. He will *deny* almost anything. He will *make a promise* and *break* it easier than he made it. He will lie to you about his *business*, about his *financial condition*, about the *number* of his *employees*; and he will lie to you about the *stock* he carries and the *sales* he makes.

He is a dyed-in-the-wool business man of the gypsy horse-trader type. He has all the characteristics of a horse-trader. He will buy goods from one house at \$3.00 a dozen and tell you that he paid \$2.50 a dozen for them and try to have you cut your price down to \$2.00 a dozen. Have this type of customer *show* you his bills when he talks price.

Facts are facts. True *facts* will fit true facts. You will have to become shrewd enough concerning business facts in general so that you can tell when you are getting the wrong kind of information from the chronic prevaricator.

It was this *type of customer* that helped to raise the fire-insurance rates. He is the man who buys goods, insures the stock as if it were his own, ships most of it to a relative in another state, keeps empty boxes on his shelves, and collects the money from the Insurance Company after the fire.

He is the man who makes a run for the bankruptcy courts as soon as he loses out. He gets as large a line of credit as he can—on false statements of his financial worth; then has special bargain sales, and gets his money out of the stock, puts it away safely, and then retires gracefully before the onslaught of his creditors.

When you sell this type of customer *by mistake*, and the *goods are shipped*, let your firm get after him quick, and *force* immediate payment, or *close him up*. Tell them the truth. Better not sell him in the first place, however; as you will want to retain your standing with your house, and retain respect for yourself. Avoid the untruthful customer. Do business with him for *cash* only.

The Suave Customer

The customer who does not say much but gets what he wants in spite of the salesman is the better salesman of the two. He is *suave*—which means that he has developed “smoothness” through dealing with many people.

He may have been an *up-to-date* salesman himself, and he is working his salesmanship *on you*, and *making* you think that you are really selling him on your own terms.

You may think this way, until you find your house *rejects the order*; or until you get outside his store, and discover that he has bought your goods on *his* terms and at *his* prices. You may discover that you have *promised delivery* in a shorter time than you ought, or that you have agreed to *pay the freight* when you should not have done so.

This customer is a “*slick*” article. He is not dishonest. He is too much for you. You cannot blame him for being a good salesman, as long as he *persuades you* to do his will. That is what you went in to see him for—you intended to *persuade him* to accept your views. You wanted to think for him. He turned the tables, and made you think as he thinks.

Accept your medicine *like a man*, and *guard* against a *repetition* of this condition of affairs by making your mind more positive, and by determining to *lead the mind* of the customer hereafter, and guard against the customer commanding you.

You have to take your hat off to the *suave* customer. He “*salved*” you up with *compliments* and *flattery* to a point where he twisted your mind and will so it served him instead of you.

The *suave* customer is a good teacher, and you can *learn* from him. He is a business man of high order, and you can *profit* by his methods in handling future customers.

He did not disagree with you on one point, *he went right with you*; and then turned you around until you did as he wanted you to.

He *got you out in deep water*, where you could not swim; and then helped you back to land—but *it was his land*; and you were so pleased with his assistance that you rewarded him with *quality* goods at *quantity* prices, with *freight prepaid*, with special delivery and so on. He even got your commission, as well as most of the profit of your house.

Sell the “*suave customer*,” but be *shrewder* than he is, and *sell him on your own terms* and at *your own prices*.

The “Good Time” Customer

Some customers like to buy their goods from the salesman who shows them the best time. These customers are *influenced* by the gift of a good cigar, by a theater party, or by a good dinner.

They are not nearly so much interested in the merchandise they are buying as are the more experienced merchants and buyers. They are interested chiefly in their own pleasure.

In the old days, when the “*rule-of-thumb*” salesman held sway, the “*good-time*” customer got his good times in regular order. In fact, he often had *several salesmen* after his business at the same time, and from these several sources got sufficient cigars, dinners, theater tickets, etc., to sustain him for weeks at a time.

He took advantage of these salesmen, to be sure; and, finally business firms began to discourage the practice of the salesmen who *influenced business* through *entertaining* the customer.

Entertaining the customer *may* be all right at times, but as a general rule, it is to be avoided. This does not mean that you should not purchase and give the smoking customer a good cigar, or that you *ought not* to invite a customer to dinner with you, if he is going to look at your samples immediately afterward; but it does mean that you are going to *influence* the customer through *reasons why* and *suggestions* rather than through the entertainments you give him.

A good dinner makes a customer comfortable. If you

can *sell a customer better* when he has eaten, he *ought* to eat first; either at your expense or on the house.

You will find favor with your firm, however, if you keep such expenses down to the minimum, and this necessitates *selling goods on merit* and *not* on social means that cost considerable money, and make it harder for you to do your next day's work.

Anything that makes it harder for you to sell goods the next day should *be avoided*. If the customer will not buy on *reasons why* and *suggestions*, as a rule it will be better to look up customers who will, and spend the extra time in explaining your proposition to them.

Be social when you must; but be *reasonable* in entertaining. It is the mark of a poor salesman to *overdo* the *entertainment feature* of Salesmanship.

The Hypocritical Customer

You cannot depend on this type of man. Keep your *eyes open* for actions that will *reveal* his true character, at the same time holding your ears open that you may hear the overtones in his voice that will *reveal his attitude* toward you.

He is a two-faced customer. He tells you *one thing* and *means* another. Or he covers up his real meaning in many words. He says other salesmen *have* cut prices, or intimates it strongly; and you *know* that they have not, for goods cannot be sold at the prices he mentions.

Guard against *this* man. He will be trying to put something over on you. He is determined to conquer you if possible, by unfair means. He does not lay his cards on the table. He talks with you so you will *show him* where you stand, and then he rearranges his plan so he can better profit from you, even through tricky means.

Salesmanship is a play of one mind against another. It is a *frank, above-board* relation between the customer and the salesman. It is right and proper that a customer *should learn* all he can about your merchandise before buying, even if he goes to the extreme of diplomacy; but it is not true that the customer has the legitimate right to learn this through underhanded means.

The *hypocritical* customer endeavors to learn your methods, and the policy of your house, and points of value

about selling goods, without directly asking for this information.

He would be quite within his rights if he came forward with direct or indirect questions; but he is not entitled to certain information that you have, or that you know about your house. He is much in the position of the war-spy.

He is always looking out for himself and as long as he does only this he is right; but when he gets into the confidence of the salesman and betrays that confidence by giving information to some competitor of the salesman, he is wrong and should be guarded against.

When you know that a customer is a *hypocrite*, *handle him accordingly*, and sell him with the understanding that he will not be able to get your goods unless he deals with you open and "above-board."

The Postponing Customer

"Yes, I am interested in your goods; but am not ready to buy now," is the statement usually made by the postponing customer. Disregard the statement that this customer is not ready to *buy* now. You are *with him*, and you *came* to *influence* him to *see the need* of your goods, according to a set outline.

You want to sell him *for his own good*, and, whether he realizes it or not, "*Now is the time*" for action. You *expect* to sell him, but in order to do so *now*, you have to overcome his *sense of caution*—and make him ready to buy now.

He will buy if you can *show him* the plain facts of *why* he should buy now. If you are so limited in *reasoning* and *suggestion*—in *persuasive* power—that you cannot make the sale when you have him *interested*, you ought to be selling pencils from house to house.

If you want to "*get ahead*," use your head. You have a head on your shoulders, and by this time you surely *recognize* that it has *one definite purpose*—to furnish you with *reasons why* and *suggestions* that will close any close-able sale.

You *can close* the interested customer if you get your goods before him so he will know them as you do, and then *arouse his desire* and *answer his objections*, so he will be

forced into an immediate decision for or against your goods.

You can get him to *commit* himself, so he will not have the nerve to look you in the eye and say, "no." He is going to buy if you use your head more than he does. He must buy if you are the leader. You simply must close him. How can you *retain your self-respect* so you can make *new* sales, and *bigger* sales, unless you can *sell* an interested customer?

Do not *under any conditions* let a customer *get away* from you by putting off the buying of your goods. You are with him. Now is a *positive* time. Now is the time when all the *reasons* and *tactics* and *appeals* you have *learned* through this Course, and *through* experience, should rush to your aid.

Use the *most logical* plan, the one that seems to fit conditions best, and try it on the customer. Hang on until the *last* minute. Keep at him until he yells "Quit," and you *quit* with the order.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I DO BUSINESS WITH THE GRAFTING CUSTOMER ON AN HONORABLE BASIS, AND GO OVER HIS HEAD RATHER THAN GIVE HIM A BRIBE?
 - 2.—DO I FIND THE REASON WHY THE MALICIOUS CUSTOMER IS AGAINST ME, AND THROUGH PERSONAL SERVICE WIN HIM BACK AS A CUSTOMER?
 - 3.—DO I SHOW THE MISERLY CUSTOMER WHERE HE CAN MAKE A SURE PROFIT, OR WHERE HE WILL LOSE MONEY IF HE DOES NOT BUY MY GOODS?
 - 4.—DO I MAKE THE PLUNGING CUSTOMER REALIZE THE POSSIBILITIES IN MY PROPOSITION, YET WARN HIM WHERE HE MAY WASTE HIS CAPITAL?
 - 5.—DO I APPEAL TO THE CONCEITED CUSTOMER'S OPINION OF HIMSELF, AT THE SAME TIME PROTECTING HIM AGAINST THE DANGER OF OVERBUYING?
 - 6.—DO I AVOID PITFALLS LAID BY THE CUNNING CUSTOMER, AND SHREWDLY GUIDE HIM TO THE POINT WHERE HE WILL DO BUSINESS ON MY TERMS?
 - 7.—DO I SELL THE CHANGEABLE CUSTOMER ON A BASIS WHERE HE CANNOT OR WILL NOT BACK OUT OF HIS AGREEMENT?
 - 8.—DO I PROTECT MYSELF AGAINST THE FALSE PROMISES OF THE DECEITFUL CUSTOMER, AND SELL HIM FOR CASH IF HE IS NOT SURE PAY?
 - 9.—DO I DISTINGUISH BETWEEN THE DRINKING MAN WHO IS SOCIALLY INCLINED AND THE TYPE WHO DRINKS BY HIMSELF?
 - 10.—DO I CHECK UP ON THE STATEMENTS OF A CUSTOMER WHOM I BELIEVE IS UNTRUTHFUL?
 - 11.—DO I SELL MY GOODS ON MY TERMS TO THE SUAVE CUSTOMER, INSTEAD OF LETTING HIM MANAGE ME?
 - 12.—DO I ENTERTAIN THE GOOD-TIME CUSTOMER, IF AT ALL, IN A PLEASING, YET DIGNIFIED AND RESPECTABLE MANNER?
 - 13.—DO I WATCH FOR THE DOUBLE-DEALINGS OF THE HYPOCRITICAL CUSTOMER, AND THE DANGERS OF PUTTING IT OFF—THEN CLOSE?
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SUMMARY—LESSON TWO

1. Goods should be sold on merit—not on extra inducements.
2. Do not attempt to show the malicious customer wherein he is wrong—but show him wherein you are right.
3. Your own mental attitude will be reflected in the mind of your customer.
4. Conceited customers need to be flattered.
5. Keep thinking ahead of your customer or he will get the advantage over you.

STUDY UNIT NUMBER SIX
LESSON NUMBER THREE

CUSTOMERS WHO TRY YOUR SELF-CONTROL

VOL. VI
Lesson Three

CUSTOMERS
who try your
SELF-
CONTROL

Too-Busy	{ Desires to Get Rid of You Easily Arouse His Curiosity Command His Respect
Disagreeable	{ Does not like Salesmen Be Agreeable Assume Positive Mental Attitude
Pessimistic	{ Chronic Complainer Use Positive Suggestions Establish Confidence
Reformer	{ A Meddler Agree with Him
High-Tempered	{ Be Straight Forward Be Courteous Be Self-controlled
Opinionated	{ His Convictions are Often Merely Opinions Avoid Unnecessary Facts Do not Destroy Confidence
Irritable	{ Handle Carefully Show Consideration Keep Calm
Impolite	{ Treat Courteously Force Recognition Be Tactful—Cheerful—Obliging
Argumentative	{ Avoid Argument Use Reason Reach Agreement
Cold-mannered	{ Avoid Flattery Present Facts and Figures Be Reasonable
Indifferent	{ Secure Interested Attention Present Facts Force Close
Systematic	{ May be Irritable Handle with Fairness Be Logical
Temperamental	{ Influenced by Conditions Handle Good Naturedly Be Fair
Know-it-all	{ Superficially Informed Reason Your Way Is Subject to Flattery
Bear in Mind That Poise and Self Control Will Prepare You to meet Obstacles and Emergencies.	

LESSON NUMBER THREE

CUSTOMERS WHO TRY YOUR SELF-CONTROL

THE "TOO BUSY" CUSTOMER

THE trouble with this customer is that he does not want to talk with you. You have to get his attention *centered* on your goods *instead* of on what he is doing, or what he appears to be doing.

He simply uses the "*too busy*" plea to *run you out* without an order. He does not want your merchandise.

What do *you* care? You *expected* to have a time of it getting an interview with this man, and you are *ready for him* with reasons why he *should* look at your goods.

You are ready with an *interesting sample*, with a *letter of introduction*, with a *strong testimonial* that he should see, with *something* that will arouse his interest so he will *want to talk* with you, either through *interest* or *curiosity*, *more* than he wants to do the work before him.

Every *business man* is busy. Some are *busier* than others. No man, however, is too busy to see something he *ought* to see, something that will *bring him profit*, or *save him money*, or *add to his pleasure*, or *extend his influence*, or *protect his family*.

He is *too busy* to see the salesman who is *too busy* to study the methods of appealing to him. He will not want your goods or service unless you show him why he should. The salesman with the *right approach* and *appeal* will get an interview and force the attention of this type of customer. He will get his interest aroused—often before the customer can say "*This is my busy day.*"

Never be *overly considerate* with this type of customer—stay with him. You are *selling* goods to benefit society as well as yourself. He is a part of society. You are justified in approaching him, getting his attention and causing him to want your goods if he needs them now, or will need them at a future time.

Then *do so*, with a self-respecting and business-like air that *commands* his confidence and makes it *impossible* for him to turn you down as he would a weaker salesman.

The Disagreeable Customer

Some men do not like salesmen. They treat salesmen with scant courtesy, and make themselves so disagreeable to the salesmen who call on them that these salesmen, as a class, prefer to give them a "wide berth."

There is *no* reason why the scientific salesman cannot sell this type of customer; he takes pride in his ability to *overcome* the *disagreeable* customer, like he does the *other* negative brands.

There are both *negative* and *positive* customers. Any order-taker can sell the positive customer if his goods are right. A good-natured salesman can best sell the *disagreeable* customer, because the good-natured and agreeable salesman can counteract the effect of the unsmiling, unsocial countenance of the man who wants to be mean.

The reason it is more easy for the agreeable salesman to sell the disagreeable customer is that agreeableness is a *positive* and disagreeableness is a *negative* quality; and, as we have before told you, the positive pole of a magnet can attract the negative pole.

You ought to be so glad you are alive that you can make the other man feel the same way; then you have added a bit of cheer to his life. By being glad you have the opportunity to talk business with the disagreeable customer, and by wanting to do him all the good you can, you get him *interested in your proposition*, and sell him on the strength of your appeal. Be agreeable; then you can best sell the disagreeable customer.

It is *never* necessary for you to be cringing or submissive in order to be agreeable. Be *agreeable* without a thought of your own attitude. Make *kindness* and *agreeableness* a habit. Then it will result whenever you need it—which is practically all the time.

Think agreeable thoughts and these thoughts will become actions. If you have a *positive* and *agreeable* disposition, you will have no trouble in handling the disagreeable customer, for your positive attitude will neutralize his negative attitude.

Think that you are *going to sell* the disagreeable customer; then get into action and you will be so busy *selling him* that his disagreeableness will make no impression on you.

The Pessimistic Customer

This customer is the "opposite" brother of the optimistic customer. He is *opposite* in disposition, character, personality, mind-power, and will-power. He *thinks* the world is *all* wrong. He believes we are all going to the "bow-wows."

He *usually* carries a long face, and is irritable, and often in poor health. His liver is out of order, or he has a bad case of indigestion; which he is quite sure will result in *permanent* disability, if not death.

He is a *chronic* complainer. He needs *perpetual* cheering up. He *seems* to lack the *ability* to take a broad-minded, forward-looking point of view.

He is *down on everything*. When a salesman approaches him, his attitude is "*Why try to sell me anything? I can't resell it. Business is bad. It will get worse. If the season is good, I'm sure to have a fire. Or a cyclone will sweep through the town.*"

He cannot seem to see things as they are. He looks through *discolored* glasses. He is usually eating the wrong kind of food, smoking too much, drinking too much, and not exercising enough. He is negative because he has not the will-power to become positive.

This type of customer may be an *excellent man* fundamentally, but he has not yet *found* himself. He may want to overcome his negative attitude but not know how to do it. You, as a *positive thinker* and a good salesman will help him "*get out of the rut,*" into the starlight of right thinking and the sunshine of achievement.

In selling this type of customer you should work to *change* his mental attitude. He will respond quickly once you get him in a positive frame of mind. He is not used to being in an optimistic condition, and when he is *feeling good* toward the world, he will go out of his way to do things for others.

You can give this type of customer *positive suggestions* that will help him overcome himself. Yet these positive suggestions should be given in a *very* indirect way, unless you are on excellent terms with him, when you can get into his heart through *heart-to-heart talks* with him about his business and himself.

Show him how he can make himself a positive thinker and a more successful business man. Business secured from this type of customer is generally safe as he has a good reputation for paying his bills.

The Reformer Customer

How to appeal to the "reformer" customer is indicated by the type of man that turns reformer. As a rule this type of customer is a meddler—he likes to tell others what to do and what not to do. He is a "*blue-law*" individual who is down on moving picture shows, baseball on Sunday, and so on.

Whether the *reformer* type of customer is right or wrong we do not presume to say, but this much is *certain*: disagree with his ideas and you will not make the sale. You must follow him or not let him get started on any of his "pet" subjects or you will not do business with him.

It is *hardly probable* that a man who tries to dictate how his fellow men shall and shall not conduct themselves is going to be especially considerate of the salesman who can be classified under the heading of the men whom this customer is trying to control through reform work, or through a personal reform appeal.

If you smoke, and the reformer is trying to overcome the use of tobacco, *what chance* have you to sell him if he finds it out? If you drink, and the reformer is against the saloons, you *cannot sell him* if he learns of it.

If you believe in something he does not believe in, or if you do not believe in something he believes in; he will not usually give you the benefit of the doubt, but will "assassinate" your sales chances then and there.

This does not mean that you cannot sell your goods or service to the reformer, or that *many* of this type are not *high-class* individuals; but it does mean that the reformer type of man or woman gets in a *reforming groove*, and you have to take this into consideration in selling them.

The groove may be a right one; if it is, *get in with them*, but do not be narrow-minded about the reform; if it is a wrong groove, tolerate their ideas about it, and don't enter into any discussion on the subject.

Let them have *their way* about their reform work. It is your object to *make the sale*; then you can use the money

you make on the business of such customers to fight their reform ideas if you want to; but get their money for your goods without influencing their reforming tendencies one way or the other.

The High-Tempered Customer

Some men are naturally high-tempered. They "*fly off the handle*" quickly and calm down just as quickly. You will find that most of these customers are nervous. They may not *feel right* physically. In fact, most bad-temper comes from a negative condition of the body.

When this type of customer becomes angry, let him have his "*fling*," and one way to come back is as follows:

"Mr. Brown, I did not intend to offend you.

An analysis of my statement will show you that I simply stated a fact about my goods; and, inasmuch as it is not my business to upbraid my customers, but only to serve them, you will see that my only idea in saying what I did was to give you information concerning my line of merchandise."

A straight-forward appeal such as this will *usually* get the easily excited customer to see that he was wrong, and he will regret that he became unjustly angry with you.

He will endeavor to atone for the injustice by buying your goods, or at least *giving you a chance* to sell him on their merits.

The customer who becomes angry quickly does not harbor a grudge. He is "*on and off*." He is temperamental. He usually knows his temper is his weak point, and, if you take his outbursts as a matter of course, and control yourself so you can *explain* things to him, he will *appreciate* it, as he does not mean to be discourteous or offensive.

His feelings are on the *outside*, so to speak, and this causes him all his trouble. Be courteous, and *explain* your statements and he will do business with you.

You have *learned* the value of self-control. Regardless of what your personal opinion of the high-tempered customer may be, you will be considerate of him. You know what a fight it was for you to get full control of your own temper, and, when the *high-tempered* customer "*flies off the handle*," you can take the attitude that this custom-

er is probably trying to overcome his temper even as you were at one time trying to overcome yours.

Before you gained control of your own temper, unless you were unusually well-balanced, you made mistakes at times. Handle this type of customer carefully; he generally buys in large quantities and is able to sell what he buys.

The Opinionated Customer

This customer thinks more of his own opinions than he does of facts. He *likes* himself. He is *proud* of his convictions, and it does not occur to him that most of his convictions are *merely* opinions, that have *no basis* in fact; and which intelligent, thinking men have discarded for scientific facts.

But do you think it would be right and proper for a salesman to "*take him down a peg*"? Not if that salesman *wants* his business. The salesman must take *each* of this customer's opinions with a *deference* and *earnestness* that shows the customer a true appreciation for high grade business ability.

Get this customer to agree with you *because you back up* his convictions, or because *you agree* with him without saying anything. You can back up his convictions without being hypocritical, by agreeing to part of what he says, and then *looking intelligently interested* in the rest of what he tells you.

Do not *under any conditions* worry this customer with unnecessary facts. Once you begin to *tear down* his confidence in his own convictions, he may *lose confidence* in what you have to sell. Your purpose is to *educate him* to the value of your goods, and not to his *wrong* ideas, or his *twisted* facts, or his *superficial* conceptions.

When a man is a thinker, it is *not hard* to get him to change his mind. When the thinking customer arrives at a conclusion, he *keeps* this conclusion only so long as he finds it possible to do so consistently. He realizes that but few things are absolute in life, business and in nature.

This type of customer makes it a point to be consistent, so far as *keeping his promises* are concerned, and from an *ethical* standpoint; but he is not greatly concerned with

what he thought yesterday—he is more interested in the *new knowledge* he has secured today.

The Irritable Customer

The irritable customer must be handled with “kid gloves.” He is the man who got up on the wrong side of the bed that morning, the one who has domestic or business worries, who is in ill health, who has just received discourteous treatment from another salesman, or who has a complaint against your house.

Regardless of what *caused* his irritation, you can sympathize with him—because *you* have been irritable yourself at times, and you are not going to *add further* to his burden by being impolite or querulous with him because he does not feel right. You are, on the contrary, going to *handle him* in spite of conditions that pull him down.

Show *true* consideration for him. Every man *appreciates* good treatment. If you are considerate with him and show that you appreciate how he feels, without actually expressing it in words—which most men would resent—he is going to like you personally.

Even if you can not sell him on your first call, he is going to remember you—because your presence was soothing—and he will do business with you in the future. You want to be able to take an environment of cheer with you everywhere you go. It will help your immediate as well as your future sales.

You may find that the *irritable* type of customer has *peculiar* little mannerisms, which tend to make you *almost* as nervous as he is. *Calm yourself*. You will not be in his presence long, and *surely* you can control yourself while in the presence of a nervous customer for a short time.

He may *tap* his fingers on the desk or table, chew on his pencil, *scratch* his head, *blink* his eyes, be *unable* to sit or stand in one position long before changing.

Keep your mind on business, and hold him down long enough so that he can get your explanation and understand your demonstration. Then close him.

You will have to close him with a *strong appeal* for *quick action*, and, to get rid of you, if *nothing else*, if he is con-

vinced of the merit of your goods, and that they will show him a profit, he will sign his name to the order blank.

The Impolite Customer

You cannot fight fire with gasoline; neither can you overcome impoliteness with discourtesy. Make your customer *feel* and *know* that you are a gentleman, and that you are *entitled* to consideration and politeness.

If a customer does not show a *positive attitude* of courtesy such as you and every other salesman has a right to expect, treat *him* courteously, and he will be ashamed of his crudeness and lack of politeness. Even a thief *admires* an honest man. A discourteous and impolite customer has the *same* admiration for a courteous and polite salesman.

You can *force recognition* of your good qualities, not by showing your *negative side* when another shows his, but by showing him your *positive* qualities.

Two negative magnetized poles *repel* each other. A positive and a negative pole *attract*. You *can* sell the customer *if you will make yourself positive when he is negative*.

You should cause him to feel that *you are* what *he* ought to be. In this way you show that your character is sound and that it is the *right kind* of a salesman who is trying to get an audience with him, and sell him merchandise or service he should have.

If you want to do some experimenting on *how to handle* customers and on *how not to handle* them, get off in an unknown territory, and when a customer is impolite to you, be impolite to him. You will see him *come back* in a flash and, if he is a big enough man, you will feel that you had better start soon if you do not want to go out the front door of his office or store decidedly quicker than you went in.

Then try to "*tone down*" the next impolite customer by being *tactful*, *cheerful*, and *obliging*. See things from *his* standpoint. Be a gentleman to him.

You will find that *your politeness* will *pull* you through, and that you will gain his consideration and respect, even if you do not have his order, at the time you leave his place of business.

The Argumentative Customer

The salesman should never satisfy the feelings and emotions of the customer to his own hurt. True it is that you *must* please the customer or lose his business.

You must *appeal* to him in such a way that he will not only want your goods, but will be willing to buy these goods from you. The argumentative customer is not necessarily the thinking customer. He is *usually* the man who *thinks* he reasons.

Let him *think* he reasons, and then guide him carefully to your way of thinking. Prove what you say is true by making him think he has made the points instead of you. Tie him up in a knot of his own making.

If he is only a type that likes to argue for the sake of argument, take care lest he "*muddle*" you. Keep the reins in *your* hands. You are calling on him to *sell him*; not to give him the satisfaction of conquering you.

Let him *win* the argument while *you* make the sale. The only argument a sensible salesman will want to win is the one that puts cash in his pocket, orders in his order-book, and increases the profits of his house.

In the book, "Language and Persuasion," we have called your attention to the value of argument. *Argument in its real sense* means *reasoning*. Surely reasoning has value in convincing the customer; but argument that is not reasoning has no place in salesmanship; in fact, it is one of the *negative* elements to be considered by every salesman who wants to reach the highest success.

Do not argue with a customer if you would sell him. Few men are big enough to lose an argument. If you let a customer argue you down on one subject, unless you are a diplomat of high order, he is likely to try to argue you down on the merits and prices of your merchandise; which would make it impossible to sell him.

Experience *will develop* you along these lines; but remember that the best rule is to reason with the customer along such lines as will get him to "*agree*" with you, instead of "*argue*" with you. The sale results from "*agreement*" and not from "*argument*."

The Cold-Mannered Customer

Did you ever shake hands with a man whose hand felt like a fish out of water? This is the *physically* cold individual. He is likely to be cold in manner. He does not seem to care about *you*, or anybody else, so far as one can determine.

He may be a warm-hearted individual in some respects under the surface, but he has the appearance of a "human iceberg," and it is difficult to "thaw him out."

But the human iceberg *usually* has money. He is *usually making good* in some phase of business where he comes but little in contact with the public, and his clerks and employes carry the business along.

He needs goods to continue his business, and it is *just as possible* to do business with him as it is to do business with the warm-hearted customer.

The cold-mannered customer is *usually* as cold-hearted as he is cold mannered. He is *adverse* to receiving suggestions, even for his own good. He can *seldom* be flattered. Flattery must be *very* indirect to reach him. He wants *facts*. He wants *low prices*. He wants the *big end* of the bargain. He wants *quality* goods at *quantity* prices.

But, he is reasonable, if handled properly, and can be induced to buy your goods at your prices, if you can prove that he can make the right kind of a profit from what you offer, and that he cannot secure similar goods any cheaper elsewhere.

He will buy from you when you prove to him that it is an advantage to do so; *not before*. He does not care much for your friendship. He may become a friend when you know him for a considerable length of time, but you can never be sure that his friendship is the warm, "I'll stick with you" kind.

Give this customer *facts and figures*. Get him to *see the points* you make. *Prove* your points. Show him that *he* will profit. Make him see how he will lose if he does not have your goods. Make suggestions, to be sure, but make your *main appeal* cold, heartless, profit assuring facts that *will fit* the individual with whom you are dealing; he can appreciate these appeals best.

The Indifferent Customer

You will have to get the interested attention of the indifferent customer. Regardless of the *quality* of your goods, or the *lowness* of the prices at which you sell them, you cannot make an appeal to an indifferent customer without first getting his interested-attention.

You will have to *wake him up*. You must *rouse* him out of his uninterested attitude of mind, into a realization that here is a wonderful opportunity to buy the *right kind* of merchandise at *rock-bottom prices*—an opportunity that he must *take now* to get at all; or if later, for which he will pay either in lost profits or an expenditure of extra energy, energy which would better be put to another use.

This type of man is "*dead-to-the-world*." He is hard to arouse. He may have *plenty* of money, but he is *never* enthusiastic about goods, or people, or profits, or utility. You have to convince him by *hard-to-deny* facts.

You must *corner him*, and *force* the issue through an *appeal* to his intelligence. He does not enthuse. He is a "*I've-seen-it-all*" type of man. He is blasé. He views the finest goods with perfect calmness.

He takes pride in *his indifference* to things. He may want your goods, but he is not going to show it in his expression or behavior.

The *indifferent* young lady demands a number of proposals from the *same man* before she finally *condescends* to accept him. The *indifferent* customer wants a number of strong sales-talks and demonstrations before he will take your goods. He will let you go the limit but when you have fully interested and convinced him, he will show haste to buy if he thinks that your patience with him is about at an end.

It may be necessary to "*run a bluff*" to get the indifferent customer to buy before he will do what he wants to do. A salesman can sometimes influence such a customer by saying, "*Mr. Brown, I catch the next train out of town. I won't be back here for six months, and my only regret is that you did not see the especial opportunity I have offered.*" Or, "*Mr. Brown, this is the last of this stock of goods and it is going to go quick. On my next trip I won't be able to offer you as good prices or the same good quality of merchandise.*"

The Systematic Customer

The Systematic man is the methodical man "gone to seed." He has become *so absorbed* in running *his system* that he has no time for other things. He is the fellow who *admits* that *his system* is perfect, but since he got it running he has no time for business.

He may be an *irritable* type. He is *usually* strong for detail work, and is more of a *subordinate* type of mind than an *executive*. He is not big enough to *realize* that the *only value* of a system is to help him; that any system that does not make for efficiency is not worth the trouble it takes to put it in.

His is a case of "too much system." He is full of "*red-tape*" ideas. He is inefficient, to be sure; yet he seldom realizes this fact. He thinks he is all right. He believes he is *some business man* because he has such an exceptional system of records of handling customers, of handling callers, and on down the line.

He systematizes everything that can be systematized. He avoids the easy way, in many cases, seeming to think that the harder a system runs the more brains it shows he has.

He believes that the simple way is possible to anybody. He wants an *involved* way. He is like the salesman who uses *big words* instead of common ones.

Yet this man is a *good customer*, if you once get him coming your way. You have to get him first, however, for his system makes him keep on buying with the same salesman year after year.

You have to *overcome* his ideas of system in buying from your competitor. You have to *convince* him of the merit of your goods. You have to *appreciate* the systematic, logical, inventive mind he has to get his attitude of mind in your favor.

Discourage his system tactfully when it works against you and your goods; encourage it when it helps you keep him as a permanent customer

Be fair, however, and help this type of customer to be efficient in his system whenever you can. Then you will be more likely to hold him, and to have his thanks as well as his business.

The Temperamental Customer

Whether man or woman the temperamental customer is a highly emotional individual.

At times you will meet with this type of individual who is up in the heights of satisfaction one day, and in the depths of dissatisfaction the next.

This type of man or woman is found among the *aesthetic* or *mental* types most frequently. It is common to find the temperamental customer among "arrived" and "would-be" artists, musicians, sculptors, singers, etc.

The temperamental customer may be an *excellent* person when you know him or her; but until you do, you may get in on the wrong side as easily as the right. Call one day and the customer is in a despondent condition. The atmosphere radiates pessimism. The next day you might have called and found the skies clear, and optimism the watchword of the day. Thus you will see the importance of *calling* on the temperamental customer at the *time* when he or she is in a *hopeful* state of mind.

When conditions are in this customer's favor, he is unusually *buoyant*; when conditions are against him, he is slow to act and melancholy. Naturally, a salesman does not have much chance to sell a melancholy customer.

If you can call at a later time when you find the temperamental customer in a buoyant condition, do so. Do not force your goods upon this type of individual when the world seems wrong. Get him *tomorrow*, or next week; then you will sell your goods.

One of the *redeeming* traits of *temperamental individuals* is the extreme friendliness they show when they are not "*in the dumps*." These persons often have a knack of making friends, and for keeping the friends they have made, for the friends overlook the temperamental states that are bad, and value most highly the warmth of feeling of the individual when that individual does not have the "blues."

It would not be possible to give a complete line-up of the *virtues* and the *faults* of the temperamental customer in so short a space, but the salesman can rest assured that once the *negative feeling* is overcome, he can return and make a strong appeal for the business of this customer and secure it.

While doing so the salesman will conduct himself in a manner that will bring the customer to a realization that it is up to him or her to give the salesman nothing but the best treatment.

If the *temperamental* customer loses his or her temper, *take it good-naturedly*, knowing full well that that same customer will treat you well on your return call, and will probably give you an order as amends for the poor treatment you received on the first call.

The "Know It All" Customer

Your purpose is to sell every customer. When one of these customers thinks he *knows it all*, if you can sell him easier by catering to this trait, it is your *right and duty* so to cater.

The *know-it-all* customer may be suffering from an *excess* of superficial information; but that does not hurt your merchandise.

He is much to be preferred to the customer who "closes up" and will not talk. The salesman who *knows* his business can *go along* with the customer who, through conversation or actions, gives a hint of the *best method* to use in dealing with him.

The *know-it-all* customer *gives* this hint. He wants you to *appreciate* his knowledge and information. You ought to *ask* him questions, and *take* his opinions seriously. But in asking him questions, do not tell him that his viewpoints are wrong.

Make him *reason* your way. By giving him credit for the knowledge and information he thinks he has, it is *easier* to get additional knowledge and information into his head.

He is *subject* to flattery, but he must not be flattered to a point where he will doubt the sincerity of the salesman. You can make him see that you too are intelligent, quite in his class, one who can *appreciate* him; and *appeal* to him by saying:

"Mr. Brown, your knowledge (or education or experience) will make it possible for you to *appreciate* my goods as perhaps few men can."

Thus you *throw him* off his guard, and he agrees with you as you make new points; and you finally close him through

well directed suggestions and *reasons why* he should buy—which he demands as necessary to a man of his caliber.

By all means *give him* the credit to which he thinks himself entitled. Your purpose in life is to *sell* goods; not to educate human beings to their shortcomings.

Being a preacher of commonsense may be all right, and may bring its rewards, but it is *far better* to confine such preaching to Sundays and Holidays, and use your working days to *influence* and *persuade* people to buy the goods you think they should have.

Be a *salesman*, and *you will* sell. You cannot sell goods when you try to be several other things besides a salesman, and all at the same time.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I CONVINCE THE "TOO BUSY" CUSTOMER THAT MY BUSINESS IS MORE IMPORTANT TO HIM THAN THE WORK HE IS NOW DOING?
 - 2.—DO I KEEP MY HEAD LEVEL WHEN DEALING WITH THE DISAGREEABLE CUSTOMER, AND SELL HIM IN SPITE OF HIS NEGATIVE ATTITUDE?
 - 3.—DO I GET THE POINT OF VIEW OF THE PESSIMISTIC CUSTOMER, SO I CAN APPEAL TO HIM AND SWING HIM AROUND TO MY WAY OF THINKING?
 - 4.—DO I LET THE REFORMER CUSTOMER HAVE HIS WAY WHERE IT DOES NOT INTERFERE WITH MAKING THE SALE; BUT CLOSE HIM JUST THE SAME?
 - 5.—DO I WAIT UNTIL THE HIGH-TEMPERED CUSTOMER CALMS DOWN, AND THEN QUIETLY BUT FIRMLY EXPLAIN MY GOODS AND CLOSE THE SALE?
 - 6.—DO I CATER TO THE "CONVICTIONS" OF THE OPINIONATED CUSTOMER, AT THE SAME TIME SHOWING HIM THAT HE SHOULD BUY MY GOODS BECAUSE OF HIS CONVICTIONS?
 - 7.—DO I RECOGNIZE THAT THE IRRITABLE CUSTOMER MAY HAVE GOOD CAUSE FOR HIS ILL-FEELING, GET HIM IN A BETTER TEMPER, AND MAKE THE SALE?
 - 8.—DO I TACTFULLY SHOW THE IMPOLITE CUSTOMER HE IS NOT FAIR TO ME, AND CONVINCE HIM THAT HE SHOULD BUY MY GOODS ON THEIR MERITS?
 - 9.—DO I SO FAR AS POSSIBLE AVOID NEGATIVE ARGUMENT WITH THE ARGUMENTATIVE CUSTOMER, TELL HIM THE FACTS ABOUT MY GOODS, AND GET ACTION?
 - 10.—DO I APPROACH THE COLD-MANNERED CUSTOMER IN A DIGNIFIED MANNER, AND GRADUALLY WARM HIM UP TO THE POINT WHERE HE WANTS MY GOODS?
 - 11.—DO I MAKE A STRONG, UNEXPECTED APPEAL TO THE INDIFFERENT CUSTOMER, FORCE HIS ATTENTION TO MY GOODS, AND SELL HIM IF NECESSARY BY SHOWING HIM THAT HE CANNOT GET MY GOODS AT THE SAME PRICES OR THE SAME GOODS ON MY NEXT TRIP?
 - 12.—DO I SHOW THE SYSTEMATIC CUSTOMER HOW MY GOODS FIT HIS SYSTEM, HOW HE WILL PROFIT BY THEM, OR HOW HE WILL LOSE WITHOUT THEM?
 - 13.—DO I ADAPT MYSELF TO THE MOODS OF THE TEMPERAMENTAL CUSTOMER, COMING BACK TO SELL HIM IF HE WILL NOT BUY THE FIRST TIME I CALL?
 - 14.—DO I SHOW THE "KNOW IT ALL" CUSTOMER THAT I RESPECT HIS OPINIONS, YET COMPEL HIM TO RECOGNIZE THE VALUE OF MY MERCHANDISE?
-

SUMMARY—LESSON THREE

1. Expect your customer to be busy—he must keep busy if he sells goods.
2. Be agreeable; then you can sell the disagreeable customer best.
3. The pessimist must have his mental attitude changed first.
4. You are selling goods—not trying to reform your customer so do not preach to him about his bad habits.
5. Don't argue—to do so will antagonize. Go with your customer not against him.

STUDY UNIT NUMBER SIX
LESSON NUMBER FOUR

CUSTOMERS ALL SALESMEN LIKE TO SELL

VOL. VI
Lesson Four
CUSTOMERS all
SALESMEN LIKE
to SELL

Ambitious	{ Show Opportunity for Progress and Profit Guard Against Over-Ambitious Ambitious Customer is Progressive
Intuitive	{ Reasons by Instinct Show Sincerity in Dealings He is Easy to Sell
Political	{ Play on Political Views of Customer Judge from Expression of Preference
Patriotic	{ Ascertain Personal Reason for Patriotism Use Patriotic Appeal with Discretion
Communicative	{ A Good Talker Be a Good Listener Make Him a Friend
Good-Natured	{ Strong Social Being Admires Gameness Makes Good Customer
Optimistic	{ Good-natured Profit and Pleasure Appeal Progressive Type
Cheerful	{ Be Pleasant Cultivate Happy Disposition
Dignified	{ Assumes a Superior Attitude True Dignity Wins Use Individuality in Selling
Curious	{ Curiosity Makes Sales Play on Curiosity to get Interested Attention Handle with Care
Open-Minded	{ Use Reasons Use Suggestions Convince by Proof
Cultured	{ Cultivate Marks of the Gentleman Study for Self Improvement Be Considerate
Honorable	{ Be Frank and Square Be Honorable in Dealings Give Him Credit for Integrity
Remember—	Finding Pleasure Into Your Work Inspires the Better Feelings of Your Customers.

LESSON NUMBER FOUR

CUSTOMERS ALL SALESMEN LIKE TO SELL

THE AMBITIOUS CUSTOMER

AMBITION is a most desirable trait; but because a customer is *ambitious* is no reason why the salesman should forget himself, and trust too much to the *ambitious disposition* of the customer to bring that customer success.

Guard against the over-ambitious customer, for many such men wreck their business by having their ambitions set farther than they can reach. But this type of customer is able, as a rule, to "*come back*," and get on a sound basis again and continue his interrupted career.

You will ascertain which type your customer is, and *sell him* accordingly. You will extend him credit if his resources justify your doing so; or if his business ability, experience and individuality merit it.

You will *protect your house* at all costs; for, while the ambitious customer may make a big success of himself, he is *inclined* to overstock, as he believes that he cannot fail to make good.

Ambition is a *wonderful trait* for a man or woman to have. One person out of a hundred can be said to have the *true* article. These persons, when they have acquired sufficient education and experience, rise quickly, and the best is none too good for them.

But, until they have the requisite judgment, their ambition is as likely to lead them into doing hazardous things as it is to steady their judgment.

Sell the *ambitious* customer your best quality goods. Make suggestions that will help him. Do not under any conditions discourage his ambition if he appears to be overly ambitious. Help him through *positive suggestions* that will make his judgment sounder. An ambitious customer with sound judgment and a fair personality will "*make good*" in business, and can be developed into a heavy buyer.

Show the ambitious customer how to avoid mistakes,

and he will *thank* you; and *do business* with you. Tell him of the experiences of other customers if doing so will *benefit* him, and make him able to attain his goal more quickly.

Be a real teacher and business advisor to him when you can. He is out for results. He is usually very progressive, and wants *quality goods* at prices that will show him a good profit and that will enable him to make a quick turn-over. He desires to give satisfaction to his customers. He wants to build big and sound.

The Intuitive Customer

The intuitive customer is the man or woman who jumps to conclusions. They *reason* by instinct. They "*know*" what you mean almost before you say it. Intuition is the result of a good *fundamental* and *natural* knowledge of human nature.

The *intuitive* customer instinctively knows when you are telling him the truth, and the salesman who attempts to do business with this kind of customer must be careful to make no statements that are not sincere.

The *intuitive* customer judges your goods by the enthusiasm you show, and the apparent *sincerity* of your sales-talk.

He or she knows whether or not to buy as *soon* as you have *explained* your goods. You will not get this customer's business unless you are a *sincere* salesman, and mean to do the right thing.

Intuition is a *natural* condition that is a part of every highly sensitive individual. When a man has a strong emotional nature, especially when he is sympathetic and has a strong desire to adjust himself to his fellows, he is said to have intuition. Intuition results from a keenly sensitive nervous organization, and the ability to *adjust yourself* to the vibrations of others.

This does not mean that your *intuitive* customer actually adjusts himself to vibrations that *can be measured*; but it does mean that he takes a *negative physical* and *mental attitude*, which makes it *possible* for the positive salesman to impress his personality on him.

Thus you will see that the *intuitive* customer is easily sold if *you are right*; and hard, or impossible, to sell if you

are *weak* in character, personality, mind-power, or will-power.

Make the most of yourself under the conditions you now face. Keep this up for all future time. Your duty is to always *do your best*. If you do this you will find it possible to *impress* the *intuitive* customer with your strength of purpose and your inherent honesty—and sell him the good merchandise you carry.

At the same time you will be *developing* intuitive power of your own, which will make it possible for you to *better adjust* yourself to others.

The Political Customer

At times, it may be *quite important* that you know the political complexion of the customer with whom you are dealing. If he is a Republican you will want to know whether he is a “Stand-pat” or a “Progressive.”

If he is a Democrat, you will want to know whether he is a Southern Democrat, or a Northern Democrat. Learn something about his political leaders, and which ones particularly appeal to him.

Especially in sharp political campaigns is this important. If you know where the customer stands on local issues, and who he is for in his community, you can support his ideas if you are for the same man and the same principles; or you can avoid talking politics, if you disagree with him.

What are his views on the Tariff question? What does he think about the Initiative, Referendum, and the Recall? What does he think about Woman Suffrage—does he believe in it or not? And so on down the line through the political situation. You cannot often come right out with a direct question, unless the customer is inclined to talk and opens up the subject.

Know the customer's politics and you will know how to appeal to him. But never open up the subject yourself unless you are absolutely sure of your ground. Avoid the subject unless its discussion will bring you *more business*.

Let the customer talk to you for several minutes, if he feels so inclined, while you listen to what he is saying, how he says it, and his tone of voice. This method will enable you to gain that “*inner*” understanding of your customer

which is so *important* a part of the equipment of *every* successful salesman.

You can sell the "political customer" if you know where he stands and adjust yourself accordingly. If he is a *strong supporter* of a "platform," you will usually be able to get the planks he believes in from him—and then you can *judge* his *individuality* from the politics in the party that he supports more or less strongly.

The Patriotic Customer

When a customer has a son in the army or navy he is *usually* patriotic to an unusual degree. All his pride in his son is added to his natural patriotism.

Appeal to this man along *patriotic* lines. Listen to what he has to say about his son. Show him that you feel he is doing his duty to his country as a father should. Agree with him in his estimate of his son's prowess and courage. Tell him frankly your opinion of him—that *you know* he must be proud to know that "his boy" is serving the country.

If he does not have a relative in the army, tell him of the *fine thing* he has done in buying bonds to support the government in its undertakings. Appreciate him because he is supporting the administration. He *will respond* to *real appreciation* from an *intelligent* salesman.

Then you can talk business to him along *practical* lines. The patriotic type of customer is an emotional type. He may be able to control himself, and not show much of his patriotism in emotion, however; in which case he is a *mental* or *aesthetic* type.

An instance has come to our attention where a busy business man was "called up" by a salesman who wanted an interview. The salesman could not get the customer interested. Finally the salesman again called the customer on the telephone and asked for the son's address, as the son was in a Military Training Camp.

The father chatted with the salesman about his son for several minutes over the telephone, and invited him to call the next day. The salesman had appealed to the patriotism and fatherly pride of this man; he got his interview which resulted in a sale being made.

It is *right* and *proper* that a salesman make *any appeal*

that will get him into the customer's presence, provided that no appeal be made that *will detract* from either the salesman's or the customer's self-respect.

If the salesman is a natural gentleman, it is hardly likely that he will do anything that will antagonize the customer as he himself will *see the fitness of things*, and will conduct himself with due regard for business etiquette and business ethics.

The Communicative Customer

Here is the man who wants to tell you his family history, and the history of his business. You should be a *good* listener. To *listen well* is one of the *excellent* ways of finding out things you do not know.

When you listen to the communicative customer, he sees that you are a man *after his own heart*—and does not think less of you when you make a strong bid for his business. You are out to sell. You can afford to listen and thereby *make more sales* and make them easier.

You learn from the experiences of other men; but you can only learn from those who will talk to you. The talkative customer may not have a superabundant supply of brains; yet he may have an amount of experience and information that will prove valuable to you.

In any case, he likes to talk. To talk gives him pleasure. When he *creates pleasure for himself*, he is *ready* to do business with you.

Give him an opportunity to see that you are a social individual, and an exceptionally worth-while man. Then sell him on *his liking* for you, and from the *experiences* you see he has had, through his conversation.

There is a saying that "*still waters run deep*," but this is not always true. Your talkative customer may be *deep in mind*, but merely likes to *unload* himself occasionally. He may be a hard worker. He may talk but little to his customers and neighbors.

It may be that he *sees in you* a kindred spirit and he *likes* to visit with you because he feels that you are a man of his type and temperament, or your personality is attractive to him.

If this is the case, you can feel complimented. You may make him a permanent friend. You may be able to

induce him to give you most of his business, on his desire for your friendship and the ideas both of you discuss.

Learn to listen. It is *quite* as important as to talk. And, especially, you should listen well *when it adds* to the orders you send to your house.

The Good-Natured Customer

One of the easiest going individuals you will meet in selling goods is the good-natured customer. This man takes life as it comes, and gets the pleasant part of it because he looks for it.

He will like you if you give him a chance. He is a *strong* social being. He likes to *meet* and *talk* to other men, because it adds to his own pleasure and knowledge. He makes friends easily, because he wants to be friendly himself. He is a *physical* or *social* type in most cases, but, even when he is a *mental* type, he does not worry over his work to the point of exhaustion.

This type of customer realizes that it is better to put off until tomorrow *what* cannot be done *so well* today. Many mental workers concentrate to a dangerous point; but this is not the case with the *good-natured* customer who is a mental worker. A good day's work is *sufficient* for him. He is willing to work hard whenever it is necessary.

He makes a distinction between *necessary* and *unnecessary* work, and this distinction is based on his *general health* and his *desire* for pleasure. He does not neglect work for pleasure, necessarily; neither does he neglect his legitimate pleasure in order to work.

When you come into this man's presence he will *beam* upon you. He will give you the feeling that you are in the *right* place. He will *listen* to you if you make a right or a half-way right approach. He will *often listen* to you because you make a poor approach and he wants to help you out.

He *admires* gameness. If you *stumble* through your *sales-talk*, he may help you out instead of holding it against you. If you know your facts, he will listen attentively to you; if you know them but cannot line them up well, he will *often* help you line them up.

He is not concerned so much about the manner in which you make your sales-talk. He is interested in knowing

whether he can buy from you or not. If he can buy he will do so, and thus insure that the deserving salesman's time is not wasted.

He wants to be good to you. Sometimes, however, you will find the good-natured customer is also shrewd, and will use his good nature *to drive the best of a bargain*. If he is selfish, he will be *more concerned* with what he gets than with what you get.

The good-natured customer will prove to be a good listener if you can tell him a real good story—one that has not been told him before. He does not care about out-of-date anecdotes, however; he knows all of them.

Be *up-to-date* and influence this man's business by making *positive* appeals, *depending* on the *attitude* he takes toward you when you first enter his place of business.

The Optimistic Customer

This customer naturally sees the bright side of things. If business is bad, he can *easily see* how it can be good; if business is good, he can be *influenced* because it will be better.

He is a *good-natured* individual, and takes a *positive* attitude towards everything. He is usually a hard worker—but, whether he works hard or not, he is accustomed to earning a good living, and it is from this that he gets his optimistic attitude toward life.

Take this customer as he is, and build up a *positive conception* of your goods in his mind, showing him how he can make use of them, and making the positive appeals that will *influence* his particular type to buy. Then sell him.

He can be sold *far more easily* than a negative customer, for this man is ready to buy anything or to do anything to help himself and others. He thinks the world is all right, and is likely to include you in his estimate of the world.

As a rule, this type of customer did not have a hard time of it in youth; he may even be one of those individuals who, while not born with silver or golden spoons in their mouths, are *well-fed* and *well-clothed* and *well-educated* without much effort of their own.

It is hard for such a man to take a *negative* viewpoint. You can sell him for this reason. You can appeal to him

according to his type, and get him to buy because he likes to add to his own profit and pleasures, to the pleasures of others, and to avoid unpleasant experiences.

He believes that the world is growing better every day; and it is not too much to say that he believes *he* is improving with the world. Thus he is usually *progressive*, and ready to invest his money in things that will *bring him profit* in either money or use.

He takes things easy, even when he is a hard worker. He is in good health, and when he works hard, he does not seem to notice it; getting a lot of work done because of his capacity for work—which is based on his fine condition of body and mind—rather than because he over-exerts himself.

You will like to do business with this type of man, and if you *follow his methods* and adopt his pleasant attitude toward life, it will *definitely* help you in your selling. Every salesman ought to be optimistic, and then success will come easier.

The Cheerful Customer

Like seeks like. If you are cheerful you can sell the cheerful customer. He will like to have you call on him, in order that he may add to his own pleasant frame of mind; if you are carrying a sad face, he avoids you, just as you avoid coming in contact with anything unpleasant.

The *grouchy* salesman gives his customers a *mental* pain; while the cheerful, "*I'm glad to be alive and here*" salesman gets business on his personality as well as on his brains.

Suppose for a minute that you are a cheerful customer, and a salesman enters your office or store *to sell you* his line of goods. You are not going to be favorably impressed with the salesman who shows he has a grouch. You much prefer a man who is cheerful like yourself. You may not even consider granting an interview to the "*down-in-the-grit*" salesman.

You do not want your *pleasant frame* of mind interrupted, and, if listening to a salesman is going to influence your attitude toward yourself and others, you are sure to politely refuse him an interview, and go about your business; until a pleasant mannered salesman enters, with the smile of successful business on his face.

You must handle the cheerful customer even as *you would demand* to be handled if you were the *customer* and some other man the *salesman*.

You will want to enter his store or office with a stock of cheerfulness that will make the customer feel you are a *kindred spirit*; and that he is going to *enjoy* doing business with you.

No man will do business with you if he can avoid it, if you are not pleasant toward him. Even if he himself carries a cheerful disposition everywhere he goes, he is not carrying it for the benefit of the fellow with the grouch; especially when that man is trying to sell him something.

Your stock in trade *is your disposition*, your *personality*, call it what you will; and you have to be *plentifully* supplied to get the cheerful customer to want to do business with you.

The Dignified Customer

Some individuals have been raised to respect themselves. They possibly feel that their family connections are such that they are worthy of especial respect. They feel that their position in life, to which they attained by *intelligence* or through the *efforts of others*, entitled them to *exceptional* treatment from their fellows.

If they get this treatment from those who surround them, they *expect* it from the salesman who calls on them as well. You will not hesitate to give these people the credit to which they feel they are entitled.

You will, in fact, in your consideration of their needs and wants, make a strong appeal to them along the lines suggested by *their attitude* toward the world.

If they are dignified, they want the respect of others. They can get this respect by more closely approaching their ideals. Your goods or service will surely help them, *in some way*, to attain these ideals.

When a customer has a dignified expression, and thinks he is *quite exceptional*, give him credit for being so, and sell him on his appreciation of your sound judgment.

There are, we admit, *two types* of dignified customers; those who are dignified *inherently* and those who are dignified *superficially*.

The *inherently* dignified man respects himself, and com-

mands the respect of others; the *superficially* dignified man may be able to command the consideration and the outward appearance of respect from others *because* of his *position* or *money*. You will judge between these two types without trouble, and govern yourself accordingly in dealing with them.

The *inherently* dignified customer is entitled to your respect as much as he is entitled to the respect of any of his fellows. He is *often* a thoroughbred. The other type of customer will *demand* your respect and the outward appearance of appreciation or he will not do business with you.

Gauge your man, and sell him on what you *know* about his *character* and *personality*. You will see that the *stronger* your own individuality is, the better you can approach *either* of these types on *equal* footing, and cause them to respect your opinions and accept your suggestions.

The Curious Customer

There is always a danger that you will satisfy the curiosity of this type of customer before you have made the sale. When you have a customer of this type *hold back* something he wants to know until you have him signed up.

Many people answer advertisements because they are *curious* to know what the follow-up will be like, or what the article advertised is like.

This need not discourage any progressive advertiser, for he has the *same chance* to sell the *curious* inquirers as he has to sell those who are interested in the goods themselves.

The same thing is true in *personal salesmanship*; you *can* sell the *curious* customer on *curiosity* just as you can sell the *interested* customer on *interest*. The *only point* that you need ask yourself is, "Can I legitimately sell a curious customer my goods?"

Most certainly. Curiosity has *made* many sales. You are selling your goods to a class of people who are either going to make use of them because they *want* them, or because they *need* them. Your *curious* customer is in this class, as well as your *interested* customer.

You are *not going* to lose a sale on which you can earn a fixed commission because the customer evinces curiosity instead of interest.

Curiosity *gives attention*. This gives you an excellent start toward the completed sale. You can arouse *interest*, give *understanding*, induce *desire*, and get *action*, from the curious customer just as you can with any other type.

But, heed this warning. Never satisfy *all the curiosity* of the curious customer until he owns the goods. If you do, you will often lose the sale. It is often *possible to sell* a customer on his curiosity alone, for curiosity induces desire for the goods. In handling the curious customer, you are handling a different type of mind; that is all.

The Open-Minded Customer

Here is a type of man who will listen attentively to what you have to say. He is *progressive* and a good *reasoner*. He is *willing* to be convinced by *reasons* and *proof*.

He knows *sound reasoning* when he meets with it, and he is a *capable* judge of your testimonials, and the other proof you submit. He is usually a *thinker* of no mean ability, and prefers to do his own thinking.

He is making money, and is *willing to spend* a part of what he is making to advance his *business* and his own *personal* interests. He can be reached by any *reasonable* appeal, as he is always looking for good merchandise and better service and systems.

He is not particularly susceptible to flattery; in fact, you *cannot* flatter him directly without his *taking offense* at what you say. If you give him a *direct* compliment, you are treading on dangerous ground; for he knows that compliments from salesmen are a part of the salesman's stock in trade.

He knows that sincere compliments usually come from other sources than from the man who is trying to sell him. However, it is possible to *indirectly* compliment his open-mindedness, and tell him that you like to do business with his type of man, as you usually find you can do it with a direct and unqualified statement of the merit of your merchandise.

You *know* your goods, and their uses. You know the *buying motives* that you can use in *appealing* to the mental, aesthetic, social, and physical types of customers. You

know the use of *reasoning* and *suggestion*, and can make practical application of these two forms of persuasion.

You will then be able to *appeal* to the *open-minded* customer, as he is willing to listen to what you have to say, and will be *convinced* if you advance reasons why he should buy your goods in a *positive* manner, and give adequate *proof*—proof that will convince a thinking business man.

The open-minded man will be a *good* customer, once you get him; and he is *worthy* of your best attention and consideration. Once you convince him, and sell him your merchandise, he is *sure to be satisfied* with the transaction; for he knew exactly the use he was going to make of your goods before he gave you the order.

The Cultured Customer

You will meet this type of customer especially among the mental and aesthetic workers. When a man is cultured, he is affronted by those who do not, *superficially* at least, give consideration to the rules of etiquette as he himself does.

The same is true of women. It is for this reason that we have so *strongly* urged those who study this Course to enter a line of business with which they are already more or less *familiar*, or the best *adapted* for.

If you *know* a business, and have *worked* in it, the chances are that you will be able to meet the class of merchants or buyers who will buy your merchandise, on a reasonable footing—that you are polished to an extent by the particular people who are in the same business; and thus sufficiently polished to do business with customers that trade with and should trade with your firm.

Getting right down to *actual* facts in selling, you will recognize the importance of a “*go-ahead spirit*” to win success when we call your attention to the many uncultured salesmen you have met who were making good.

The fact of the matter is that these men would have done *still better* and would have had *greater* opportunities in the salesmanship field if they had *paid more attention* to careful English, business courtesy, and that kindness and personal consideration that are the *marks* of a gentleman the world over.

Do not feel discouraged in the least if you feel that

you do not grade *way up* from the "highly cultured" standpoint. Hold these *successful, uncultured* salesmen before you as examples of *what* can be done—although not examples to follow. Develop *your* innate refinement through *sympathy* and a *desire* to serve.

Study to improve yourself, and you will *soon* be able to meet *any class* of people on *equal* terms, or on such terms as will enable you to do business with them.

The important advantage of culture from the Salesmanship standpoint is that it makes it possible for a salesman to do his selling with *greater* satisfaction to the customer; as well as with more pleasure to himself.

We all buy from the *considerate* salesman. The man who is *considerate* is adding to his culture-standards. Then, through a desire to *serve* and *learn*, add *each day* to your *culture*, and you will be able to *appeal* to the cultured customer just as effectively as to others.

The Honorable Customer

Be square and frank with the customer who is honorable. It will add to his *confidence* in you, and make it *certain* that you can get and hold his business against all comers.

You will like to meet this type of customer, and, if you are also honorable in your dealings, he will want to do business with you. He will do as he agrees and will expect you to do the same. He will carry out the terms of the contract, and he will be fair and square with you on every hand, even if he loses money.

Such a man *demand*s the same kind of treatment for himself as he gives to others. He feels that he is *entitled* to receive from the world what he gives it. He *usually* gets what he deserves.

The salesman who has many customers of this class finds salesmanship a pleasure. This type of buyer is *easy* to sell, once you have *convinced* him that you are *honorable*; and that you represent the right kind of a house.

Some honorable customers *trust* the salesman, still others *suspect* his motives until he proves himself as worthy of trust and esteem. There is a common saying that the man who suspects another is himself dishonest.

This is not sound reasoning, however; for, while it may

be true in *many* cases that the foundation of a man's suspicion is his own underhand nature, it is true in a larger number of cases that the groundwork of suspicion was laid when another less honorable person took advantage of the suspicious honorable man.

Give the honorable man credit, even when he is suspicious of you. You have only to convince him that you are a man like himself who is *worthy of trust*, and he will grant it in full measure, and do business with you on your terms.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I MAKE A STIRRING APPEAL TO THE AMBITIOUS CUSTOMER, YET PROTECT HIM FROM BUYING MORE THAN I KNOW HE CAN SELL IN A SET TIME?
 - 2.—DO I LAY THE FACTS CLEARLY BEFORE THE INTUITIVE CUSTOMER, AND LET HIM SEE THAT MY PROPOSITION IS LOGICAL, RIGHT AND PROFITABLE?
 - 3.—DO I TALK POLITICS WITH THE POLITICAL CUSTOMER ONLY WHEN I CAN AGREE WITH OR SUPPORT HIS VIEWS, OR USE HIS VIEWS IN MAKING THE SALE?
 - 4.—DO I APPEAL TO THE NEIGHBORHOOD, COMMUNITY, OR NATIONAL INTERESTS OF THE PATRIOTIC CUSTOMER, AND SHOW WHERE MY PROPOSITION IS PROFITABLE TO HIM?
 - 5.—DO I GIVE THE COMMUNICATIVE CUSTOMER A CHANCE TO EXPRESS HIS VIEWS, AND USE THE HANDLE HE GIVES ME TO MAKE THE SALE?
 - 6.—DO I GIVE THE GOOD-NATURED CUSTOMER A CHANCE TO LAUGH WITH ME, AND THEN, WHEN HE IS FEELING RIGHT, GET HIM TO BUY MY GOODS?
 - 7.—DO I PERSUADE THE OPTIMISTIC CUSTOMER THROUGH HIS POSITIVE BELIEFS?
 - 8.—DO I MAKE USE OF THE CHEERFUL CUSTOMER'S DISPOSITION IN INFLUENCING HIM TO BUY MY GOODS?
 - 9.—DO I RESPECT THE DIGNITY OF THE DIGNIFIED CUSTOMER, AS I WOULD EXPECT HIM TO RESPECT ME; AND THEN SELL HIM ON REASONS WHY?
 - 10.—DO I GUARD AGAINST SATISFYING THE CURIOSITY OF THE CURIOUS CUSTOMER BEFORE HE HAS HIS NAME ON THE DOTTED LINE?
 - 11.—DO I LAY PLAIN FACTS BEFORE THE OPEN-MINDED CUSTOMER, AND LET HIM SEE THAT I RECOGNIZE HIS GOOD JUDGMENT WILL LEAD HIM TO BUY?
 - 12.—DO I DRAW OUT THE INSTINCTIVE REFINEMENT THAT IS WITHIN ME SO I MAY APPEAL TO THE CULTURED CUSTOMER ON HIS OWN GROUND?
 - 13.—DO I MAKE THE HONORABLE CUSTOMER REALIZE THAT HE CAN DEPEND ON WHAT I SAY, AS I ALSO AM HONORABLE IN MY DEALINGS?
-

SUMMARY—LESSON FOUR

1. Ambition is valuable—if it is tempered with judgment.
2. Learn the politics and religion of your customer but do not argue with him about either.
3. Be a good listener with the communicative customer.
4. A customer is not necessarily interested because he is curious.
5. Indirect compliments are more effective a great many times than direct flattery.

STUDY UNIT NUMBER SIX
LESSON NUMBER FIVE

CUSTOMERS WHO BELIEVE IN SALESMEN

VOL. VI
Lesson Five
CUSTOMERS
 who believe in
SALESMEN

Impulsive	{ Has an Uncontrolled Mentality Use Direct Suggestion Play on Emotions
Imitative	{ Believes in Right of the Majority Is Easy to Influence Become Confidential
Easily Influenced	{ Use Commanding Suggestions Show Profit from Goods Do not Oversell
Credulous	{ Will Accept Suggestions as Reasons Cultivate by Reasons Be Plausible
Gullible	{ Is Easily Led Show True Salesmanship Advance Mutual Interests
Forgetful	{ Be Careful about Misunderstandings Sell on Definite Agreement Use Repetition and Association
Who Can't Say "No"	{ Shows Lack of Will Can Be Sold by Suggestion Sell According to Needs
Religious	{ Honorable Look for Evidence of Trend of Mind Meet Him on His Own Ground
Benevolent	{ The Aesthetic Type Is Interested in You Work and Think With Him
Approbative	{ Vulnerable to Praise Jealous of Reputation Follow His Inclinations in Making Sale.
{ Be Sure that You Make Yourself Worthy of the Confidence of Your Customers.	

LESSON NUMBER FIVE

CUSTOMERS WHO BELIEVE IN SALESMEN

THE IMPULSIVE CUSTOMER

A TYPE of customer that you will often meet in selling is the impulsive customer. This man usually *does things* without thinking. He hears a suggestion and it tends to become an action. His body is *quicker* than his mind, so to speak. He has no resistance in his intellect. A thought enters his head, and *out it comes* in action.

He does not *sift* the ideas that come into his mind. He does not *deliberate* carefully. He does not *reason* about goods because you have put the idea in his head that he *wants them*, and he does not *distinguish* between his own ideas and those of others.

He *seldom* harbors a grudge. He fights a companion one minute, and walks off arm in arm with him the next. He is *quick-tempered*, and easily moved to sympathy. He is a *feeling* and *emotion* type of man. He is an *uncontrolled* mentality.

It must not be considered that this type of man is not a good business friend or personal friend. On the contrary he is one of the best. He sympathizes with you. He is with his friends, right or wrong.

He will *fight* for his friends when they need him. He will *help them out* whenever they get in a pinch. He is a *doer*, not a *thinker*. He is too busy *acting* to think. Get an idea in this customer's head and it will work itself out.

Make him *positive suggestions* about your goods. Give him *reasons why* in such a manner that they will tend to bring action. He will do the rest.

If he desires your goods, *he will buy*; regardless of negative conditions. He will do his deliberating after he has your merchandise in his possession. He is like the young child—he *grasps everything that comes into his range of vision*. He reaches out for the moon.

Influence this customer *through positive suggestions*. Direct suggestions can be made. He can be flattered.

His self-esteem *makes it possible* to appeal to his *pride, vanity, love of friends, desire to improve himself*; in fact, to *any one* of the motives that will induce action.

The Imitative Customer

This customer will imitate his friends, his neighbors, other customers, and the salesmen who call on him. He will imitate them because he does not *think* for himself.

He is inclined to believe that what the majority does is right. He believes in majority rule, *right or wrong*; but he convinces himself without thinking that the majority is right.

If he looks up to one of the biggest merchants in his town or city, and that man has at some time bought your goods, this imitative customer will also buy. He proceeds on the theory that "What is good enough for Mr. Blank is good enough for me." He therefore imitates Mr. Blank.

You can make good use of any advertising matter or testimonials you might have in dealing with this customer. If you are selling him in his store or office, pick up a piece of paper, wrapping paper or any kind will do, put down your price and the price he will sell your goods for if they are to be resold for profit. Show him in actual figures the good profit that is sure to be his by handling your line.

Get confidential with him—show him your order book and tell him how many of his competitors or dealers in other localities are selling your goods in large quantities. Tell him that what these other merchants, who are not as good business men as he is are doing with your line, he can also do.

Paint a splendid appearing picture of the business he will lose by not handling your goods and the extra profits that will be his by handling them.

Some real estate salesmen buy lots of their own, and tell their prospective customers that they appreciate the value of the property they are selling so highly that they have invested their own money in it. They state that they have sold themselves on their proposition, and therefore are better able to sell the prospect.

The imitative customer is one of the easiest to sell. He

is not difficult to approach and when favorable attention is secured and desire is created the sale should be made.

The Easily Influenced Customer

When a customer is easily influenced, you can usually sell him by using commanding suggestions that force him toward the sale. You will not, however, neglect to use *arguments* that support your points, for you will want this type of customer to feel right about his purchase after you have sold him.

No sale is complete unless satisfaction has also been delivered. You are a *scientific* salesman, because of your careful study of the science of selling and keeping the trade satisfied with your goods and service is the *big point* in your mind after you have made the sale.

With some salesmen this is a problem. With you it should be easy. Why? Because you give every customer *reasons why* he should profit through your goods, either *before* or *after* you have sold him.

If you sell him without giving him reasons, and he is not sure that he has done the right thing, you should make a special effort to leave him with a feeling of satisfaction.

Your salesmanship is not being put to a test and you are entitled to no particular credit in selling the easily influenced customer. But never fail to secure his order for all the goods he can pay for and sell at a profit.

When you have sold a number of easy customers, you ought to go after the hard ones with a zest. Better pick out the *hard prospects* and sell them first.

Don't let the attention you give the easily influenced customer cause you to lose the conquering spirit that is so necessary to your success in selling the hardened buyer and the experienced merchant.

Making sales is your aim and ambition and don't hesitate in going out of your way occasionally to sell the buyers that other salesmen do not think can be sold, or which you think will require a mental tussle before you influence such a customer to the point of buying your goods.

Then you can feel *justly proud* of yourself. You have proved to yourself that you are in truth a *scientific salesman* by selling the customers that keep your *selling ability* on edge.

The Credulous Customer

Facts are not always necessary to sell a customer.

Plausible figures and positive statements often are sufficient to sell a *credulous* customer.

This class of merchants believes what you say because of the tone of authority you use when you say it. *Assume an authoritative stand.* Take the attitude of an *expert* in your line, and this customer will buy from you.

He is interested in what you say because of the forceful way in which you say it. He wants to be convinced, and he is convinced easily for this reason. He cannot always distinguish between a *reason* and a *suggestion*.

He does not think. *He accepts and believes.* He believes because his training and education have been one of obedience. He is used to authority and when the salesman is an authority to him, he buys on the strength of what the salesman is, says, and does.

When you get a believer-customer, get him to believe in something *worth while*—your goods. You can convince him of the value of your merchandise if you line it up with his other beliefs. He is credulous in politics, religion, and business.

Find out what he believes already, and *add to it* belief in yourself, your goods, and your house. This is legitimate only when you represent a good line, of course; but you do represent a good line, and you can get the belief of this kind of customer, because of your own confidence in your merchandise.

Appeal to each customer according to his special beliefs. You can appeal to the credulous customer by lining up your goods with the particular thing in which he especially believes.

Do not neglect to give him facts, for facts help at all times; you ought not to neglect the use of *strong suggestive appeals*; but you will sell him on the *firm stand you take* as an authoritative salesman, a man who knows his business from A to Z.

The Gullible Customer

The gullible customer is in a degree like the credulous customer. The *gullible* customer, however, is more easily led than even the credulous customer.

The *credulous* customer will believe things that are reasonable, but the *gullible* customer will even follow the suggestion of the most inefficient type of salesman.

It takes *personality* and a *liking* for you on the part of the credulous customer to make a sale. It may not take this at all on the part of the gullible customer. You can get him stirred up and sell him before he even knows whether he likes you or not, or whether he needs your merchandise.

Every salesman sells the gullible customer and some of them unload on him goods that are almost impossible; but, inasmuch as you are selling a good line, and can add to the gullible customer's pleasure or income through influencing him to act along the line you want him to, you can feel justified in seeing that he buys your goods and in large quantities.

Salesmanship, as we have said, is the science of rendering service to others. The gullible customer, when handled by you, gets this service. If you leave him to the tender mercies of another salesman, he *may not* get the real consideration you will give him.

You sell him because he *needs* your goods. Then you take care to keep him satisfied by seeing that he uses them in the right way. You keep in touch with him, and in this way justify the sale.

When you sell an intelligent customer, a man who *knows how* to use your goods, or who can figure out the way, it might be excusable on your part to let him get the benefit of your goods without extra help.

But in selling the gullible customer he must be given extra attention, in order that he may do well with your line, and remain a business friend of you and your house.

Treat him right when you have sold him; then he will benefit by the sale, and you can feel you have *advanced his interests* as well as your own.

The Forgetful Customer

It is better to see that prices, terms and any special agreements are put down in black and white. Always get the forgetful customer to sign the order or sales agreement.

You do not want to have to make concessions to him later, in order to satisfy him and keep him as a permanent

customer, if he cannot remember the terms of the agreement you are now making with him.

He must have something tangible, that will remind him of what was said and done at the time of the sale. *Then he can better recall the terms and conditions under which he bought your goods.*

At the time of the sale, this customer may forget points you have made in the first part of the sales talk. It is thus necessary for the salesman to summarize just before closing this type of customer, to make a clean-cut impression on his mind which will stay there until the order is signed.

Unless this is done, you will often *lose out* with this type of customer. He has to have *sufficient facts* in mind to decide. He must have fresh suggestions at the time of the close; and these must be driven in especially hard to get conviction. *Then you can close him*; and keep him sold on the *strength* of the agreement you have outlined with him.

With a knowledge of the laws of memory you will be able to keep in mind the *important points* the forgetful customer needs to know and retain in his mind.

You will then *connect the points* you want him to keep in mind with incidents that happen at the time of the sale, or which come up in the conversation. You will drill your points in *through repetition*, as well as connect them up in his mind *through association*.

Thus you will be able to *recall the things* that will need to be recalled the next time you visit him; and, through connecting his memory up for him, put him in touch with facts and points set forth in the same way that a central connects one telephone subscriber with another.

Get this type of customer to *acknowledge points* as they are made; and, later in the sale, remind him of the points he has accepted.

The Customer Who Can't Say "No"

The lack of ability to say "No" indicates a deplorable condition of will on the part of a man. When you have a customer who cannot say *he will not take your goods*, you usually sell him.

You are a *conquering*, domineering personality to such a

customer. You are so much stronger than he is that he finds it impossible to resist you.

The reason for this is that you involuntarily hypnotize him. You have *Will*; he has not. You sell him, because he cannot *resist your suggestions*. He is a likely subject for a professional hypnotist.

As a matter of *practical* psychology, *reasoning* is the chief way in which an *independent*, thinking mind is influenced, while *suggestion* is the chief way in which a *dependent*, undeliberative mind is influenced.

The customer who cannot say "NO" is in a state bordering on hypnotism from the positive suggestions you have made him. If he cannot say "NO" to others as well as yourself, he may be taken advantage of in business.

Your duty will be to sell this type of customer, when you see that he needs your goods, or that he can add to his pleasures by having them. The physician uses suggestion to induce hypnosis, but it is only used by him for the patient's benefit; the salesman is entitled to make use of this form of persuasion, because he is selling the customer for the benefit of the customer as well as for the benefit of himself and his house.

Salesmanship of the new school is built on honor. You can deal with the oversuggestible customer because you will benefit him. It must not be thought, however, that you can sell him goods that are not for his benefit.

You must find your customers among the class of dealers who can make use of your goods; and, when you find this class or these classes, you can sell each prospective customer whom you call on with a clear conscience and with the knowledge that you are adding to his pleasure and profit.

The Religious Customer

The religious customer is usually honorable. He is not a hypocrite, except in rare cases. He wants to do the right thing; and, once he is shown what is right, he will do it. 🍀

From the conversation of the religious customer you will usually gather the particular church in which he believes, or the particular creed which he follows.

After you have this information, it is not a hard matter

to line up your points with due regard for his attitude of mind; for it is possible *for the shrewd salesman* to make a *strong appeal* to a customer who is intensely religious once he knows the creed that customer follows.

On entering a store or office, when it is occupied by the religious customer, you will usually find a religious magazine, a religious picture, a crucifix, or a religious book, which will indicate to the observing salesman what religion is adhered to by this particular customer. The same is true in the home.

The scientific salesman should learn the names of the religious periodicals, so he can use *his powers of observation*, and thus *determine the type of individuals* with whom he is dealing. It will not take long to line up the different religious publications.

In looking over magazines at news stands, here and there, you will pick up a religious magazine, which you will observe is either Christian Scientist, Catholic, Spiritualist, Methodist, Presbyterian, Baptist, etc.

It is not a bad idea for the salesman who wants to *make the most of himself* to read the creeds of the different churches so he will be familiar with what the different churches stand for; he can therefore discuss in an intelligent way the beliefs of various churches with an active church member.

If he is an *especially ambitious salesman*, he can go to each church until he becomes accustomed to meeting these different types of individuals and *learns what appeals* the priest, minister, or rabbi makes to them; and therefore is able to back *his own appeals* when selling them goods with a knowledge of the motives that influence their daily lives.

Let us add a word of warning—*Never discuss Religion or Politics with a customer or open up the subject yourself unless you are sure of your ground, and that the discussion will add to your profits.*

The Benevolent Customer

The benevolent customer is interested in others. He is interested in you. He wants to see *you* succeed. He is willing to hear *what you have to say* because he is a noble individual, and he thinks YOU amount to something.

This man likes to add to the happiness of his friends, his family, and acquaintances. He likes to make things

easier for all human kind, and he adds his mite whenever he can to the cause of charity.

He is usually an *aesthetic* type of man. He is interested in educational things. He wants to improve things. He is a forward-looking man.

He believes in kindness, and hates cruelty in others. He is the type of man who would fight a man for whipping a horse. He loves animals, and children, and people. He is a *positive minded* man, and looks forward to the time when all business will be done to benefit the people.

He is ready for *anything in his business* that will enable him to *give* a greater degree of service to his customers. He is interested in welfare work for his employees. He likes to see them efficient and happy.

If he is a merchant, he likes to give a little more than he is paid for to a customer. If he is weighing out sugar, he will give 16½ ounces to the pound, rather than be scant in his dealings. He is a good friend and an excellent companion. He is *usually* exceptional in his mental capacity, although he may not be a scholar in any sense of the word. You will always find him helping others.

Appeal to this man along humanitarian lines. Get under his skin. Sympathize with those with whom he sympathizes. Help the causes he helps. If you give to charity, and he gives to the same charity, mention this fact in a casual way, for the help it will give you during the interview.

There is an old saying *that a man should not let his left hand know when his right hand dispenses charity or does a good deed.* This does not apply to salesmen, for it is legitimate to tell a man that you believe in the same thing he believes in and prove it by telling him you have already supported it, in order to get on good terms and make an impression that will enable you to do business with him.

The Approbative Customer

As this customer's name indicates, he is interested in the approval of others. He believes his actions are *right actions* and he likes to be told so. He is "*always right*," and is offended if another proves him wrong.

He can be *flattered*. He can be *influenced* through a use of suggestion. He is *interested* in your opinions, so long as they do not too greatly conflict with his own.

Praise him, and he will respond. Compliment him and he will appreciate you. Wherever possible, give him a compliment that you have heard a friend of his advance.

This type of customer wants others to think well of him, and at the same time it is his wish to think well of friends, neighbors, and acquaintances.

The approbative customer wants above all things *to guard his reputation*. He will do almost *anything* to keep his reputation high; and he will refrain from doing those things that might detract from his present or future reputation in his neighborhood or community.

He wants his name to stand for the best and with the best. He wants to be recognized as one of the elect of his community.

He likes to feel that people *look up to him*. He can be influenced through a "*You are a leading merchant, and my firm has therefore asked me to give you the first opportunity to stock our goods*" plea.

He likes to parade. He will dress himself in his best for church, or to take a Sunday walk. He likes ceremony. He likes to have his store or office up-to-date, so he will be recognized as a leader by his customers or fellow business men.

He likes politeness. He is courteous to strangers to the last degree. He himself endeavors at all times to put his best foot forward, so others will always speak well of him, and, when the salesman tells him of the nice things others say about him, he is plainly impressed with *their sound judgment* and the quality of the individual who can fully appreciate him.

This type of customer can be sold if the failure to buy your goods will lower his standing in some way, or will put him in an unfavorable light with you or others.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL
EFFICIENCY TESTS

- 1.—DO I BUILD UP MY POINTS IN THE MIND OF THE IMPULSIVE CUSTOMER IN SUCH A WAY THAT HE WILL STAY SATISFIED AFTER HE HAS BOUGHT?
 - 2.—DO I ENDEAVOR TO GET THE IMITATIVE CUSTOMER TO FOLLOW MY ACTIONS AND SUGGESTIONS?
 - 3.—DO I MAKE SURE THAT I HAVE SOLD THE EASILY-INFLUENCED CUSTOMER BEFORE TAKING HIS ORDER?
 - 4.—DO I GET THE CREDULOUS CUSTOMER TO BELIEVE IN THE GENUINE MERITS OF MY GOODS, AND SELL HIM ON HIS BELIEF IN WHAT I SAY?
 - 5.—DO I RENDER A REAL SERVICE TO JUSTIFY MY SALE TO THE GULLIBLE CUSTOMER?
 - 6.—DO I CHECK UP THE POINTS I HAVE MADE WITH THE FORGETFUL CUSTOMER, AND CLOSE WHILE THEY ARE FRESH IN HIS MIND?
 - 7.—DO I DEAL WITH THE CUSTOMER WHO CAN'T SAY "NO" ON AN HONOR BASIS, AND SEE THAT MY GOODS WILL BENEFIT HIM BEFORE I SELL HIM?
 - 8.—DO I AVOID ANTAGONIZING THE CONVICTIONS OF THE RELIGIOUS CUSTOMER, AND USE HIS BELIEFS TO BUILD UP MY SALE?
 - 9.—DO I SHOW THE BENEVOLENT CUSTOMER WHERE HE CAN RENDER SERVICE TO OTHERS THROUGH SELLING OR USING MY GOODS?
 - 10.—DO I SHOW THE APPROBATIVE CUSTOMER HOW MY GOODS WILL ADD TO HIS REPUTATION AND HOW MUCH OTHERS WILL APPRECIATE HIS GOOD JUDGMENT IN SELECTING THEM?
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SUMMARY—LESSON FIVE

1. The impulsive customer can be flattered.
2. Avoid over selling the easily influenced customer.
3. It is better for a salesman to sell his hardest prospects first.
4. The salesman with a good memory can influence the forgetful customer by keeping in mind all the important points the customer may have forgotten.
5. Render a real service if you would justify your sales to the gullible customer.

STUDY UNIT NUMBER SIX
LESSON NUMBER SIX

CUSTOMERS WHO DEPEND ON THEMSELVES

VOL. VI
Lesson Six
SELF
DEPENDENT
CUSTOMERS

Businesslike	{ Use Your Character, Personality and Will Power Study Qualities of Businesslike Customer
Serious-Minded	{ Be Courteous, Serious and Considerate Sell Yourself as Well as Goods
Salesman	{ Give Him Real Facts—Proven Sell Him on Basis of His Experience
Suspicious	{ Suspicious from Experience or by Nature Create Confidence by Fair Dealing and Integrity
Irreligious	{ Avoid Arguments on Religion Leave Him to His Opinions Present Your Goods to Best Advantage
Doubting	{ Convince by Overwhelming Facts and Proof Flatter by Playing Up to Doubts
Egotistical	{ The Self-advertiser—Sell through Reason The Egotist—Sell through Flattery
Masculine	{ Both Men and Women in this Class Sell Men on Reason Sell Women on Reason and Suggestion
Braggart	{ The Self Satisfied Customer Has Reputation for Initiative and Self Dependence Sell on Appeals Based on His Personality
Disputative	{ Must be Shown Reasons Exercise Self Control Appeal through Proven Value and Profit
Over-Cautious	{ Sell on Strength of Your Character and Reliability of House Demonstrate Absence of Chance
Free-Thinker	{ Get View Points Sell on Their Ideas Sell on Reason and Suggestions
Aggressive	{ Guide His Thoughts Your Way Use Suggestions to give Him Ideas Let Him Convince Himself
Steadfast	{ A Dependable Man Show Advantages, Profits, Quality, etc. Show Him How His Ideas Support Your Claims
Taciturn	{ Talk Simply—Directly and with Few Words Show Facts Establish Evidence
Remember—	It Takes Self Reliant Salesmen to Deal with Self Dependent Customers.

LESSON NUMBER SIX

CUSTOMERS WHO DEPEND ON THEMSELVES

THE BUSINESSLIKE CUSTOMER

BE brisk and businesslike yourself when approaching the businesslike customer; and all the way through the sale. Present your points in a *clean-cut, straightforward way* that will win you *respect and courteous treatment*.

The businesslike customer usually has a lot of business to handle, but he will give you a part of his time if you make a strong "*You-will-profit*" appeal to him, or "*You-will-lose*" caution if he does not want to see you.

Then when you have made this *positive statement*, produce facts about your goods that will convince him that you are a man who knows what he needs, and have the goods to supply his needs.

"Business is business" with the *businesslike* customer; but he is not so busy looking out after other things that he will not give you attention—if you are after his attention with a determined purpose.

You want your interview, and if you are working hard for it, you will get it; but you must get it entirely on the strength of your *character, personality, mind-power, and will-power*.

The man who is busy, and always on the job himself, is not going to waste his time on a salesman who *cannot* get his attention immediately; for he knows that the right sort of salesman will "*command*" his attention, and "*force the interview*."

You can usually tell the *up-to-the-minute* customer by his way of handling his business. He keeps things moving along. He is a business man of the new school. He is *thinking and working and acting* while his competitors are sleeping.

He works by *schedule*, and gets things done. He is an *efficiency* engineer of his own business. He is *methodical*. He is *systematic*, to the extent that system does not become bound up in red-tape.

He is on the job early, and he quits when he finishes his work. He gets a lot of pleasure out of his work, but he does not work for the sake of the work; *but to get tangible results*, either in *service* or in *dollars*.

He is a doer, and thinker, a reasoner, a planner, a shrewd buyer; and he is *willing to spend money* whenever it will add to his profit or his personal or business efficiency, or to the efficiency of those under him.

The Serious-Minded Customer

When dealing with a serious-minded customer, be serious minded yourself. When you meet a customer who is serious, who looks as though the responsibilities of the world are resting on his shoulders, never try to "liven" him up. If he takes himself seriously, he will refuse to consider your proposition; and, if his health is poor, he will hardly appreciate your humor, and may *resent* it. *In either case, you lose.*

Your purpose in selling goods is to win. *Winning* is your natural element; but this is only the case because of your ability to *adjust* yourself to others. You can adjust yourself whenever you *will* to do so.

How would you feel, after a death in your family, or something similarly tragic, to have a salesman call on you and show such a lack of respect and such utter disregard of your sufferings, as to attempt to tell you jokes which do not appeal to your sense of humor, or to act in what seems to you to be a light-headed, irresponsible manner?

You would not take into consideration that he did not know the conditions under which you were laboring. You expect him to be enough *interested* in you to see by your *attitude* how he should conduct himself.

Right or wrong, the customer is *entitled* to having the salesman do the adjusting, wherever that customer is a prospect for the salesman's line.

If a salesman came into your presence and conducted himself in a hilarious manner, you would *resent* it; and your customer will resent any over-aggressiveness or impoliteness on *your* part; while he will *appreciate* proper, considerate treatment from you.

Take the serious-minded customer as he is, and adjust

yourself to *his* state of mind. Sell him because he *wants* to do the right thing by himself and become a *permanent* business friend of yours. He will feel this way about it, if you are worth-while, and can use your salesmanship *to sell yourself* to him as well as you can your goods.

The Salesman-Customer

Good salesmanship is required in selling this type of customer. By the term "*Salesman-Customer*" we mean the customer who has been a retail clerk, a solicitor, a canvasser, a specialty salesman, or a wholesale traveler.

It will be seen that this type of man will be easily appealed to, *if you get at him right*. He appreciates, as perhaps does no other, the disadvantages and advantages you have.

If the salesman-customer is now an owner, or a buyer for some jobbing, wholesale, or retail store, you will find it necessary to give him *real facts*, and use little suggestive salesmanship on him.

He can use salesmanship methods himself, and he is not going to think much of you if you try to push him over the line on anything *except proved facts*. If you give him facts, he is going to take an interest in seeing you push him over, and will take your goods on their merit, and the energy you put into your appeal to him.

You have to consider the way you yourself feel toward others, and the way you think you would feel if you were sitting in the buyer's chair—*having been a salesman for years*—in order to sell the salesman-customer.

You can certainly see that if you were a buyer, and had been a salesman, you would use all your knowledge to protect yourself against the devices of outside salesmen, and would only give them interviews and orders when they proved themselves *exceptionally reliable and aggressive*.

A man would have to "*force*" himself into your presence to get your consideration—yet he would most certainly have to force himself into your presence in such a way that you could respect him for his manhood and good sense.

In handling this customer, you will take into consideration the type of salesmanship position he has filled and

make your appeal to him *a direct appeal along the lines of his experience.*

If he was a retail clerk, make an appeal to his *retail experience*; if he was a specialty man, make an appeal that will fit his *specialty experience*; if he was a wholesale traveler, get him on your *knowledge of wholesale traveling.*

In either case, *sell him on facts*; for you cannot use on him the same suggestions and aggressive methods he has made use of himself—*unless, of course, you are a better salesman than he himself was, and can make better use of your tools than he can.*

The Suspicious Customer

The suspicious customer is either suspicious by nature, or because he has had unfortunate experiences—which have temporarily embittered him. He is suspicious of you, not because he wishes to insult you, but because he cannot help being so.

He will have confidence in you, if you convince him that it is to your advantage to give him a square deal, and that you yourself have had experiences that at first made you suspicious, but which you now see made you more discerning in dealing with others.

You have *personality and character.* You have *mind-power and will-power.* Because of this you have an individuality that will appeal to the suspicious customer.

You can show this type of customer that for every dishonest man in the world there are ten times as many honest men. He will see that this is true, if you call attention to his own experiences with salesmen.

He will *admit*, if you pin him down to the facts, that he has had many dealings with salesmen who were "*white*" with him. He will *admit* that he has profited by such dealings.

He will be in line to do business with you as soon as you can get him thinking of the *advantageous dealings he has had with salesmen*, or of the fine characters of many of his friends and acquaintances.

He is embittered against some individuals, but you can call his attention to the importance of doing business on confidence, *in spite of the dishonest types*; for, if there were

no confidence in business, a man would not be able to do business at all.

It is the man who goes ahead in spite of discouragements, in spite of treachery, in spite of "double-crossing," who makes good in the long run.

Negative conditions, money losses, etc., flow off the character of the right sort of man like water does off an inclined roof. He profits by experience, but he cannot make a *real success* of himself, until he uproots the bitterness in his heart against the general run of men, which bitterness was not of their making, and which they would resent in the individual the same as the suspicious customer.

Build up his faith. Act the man yourself, so he will see that you are square. Then sell him and keep his faith while doing so.

The Irreligious Customer

Some men, through disappointments and other reasons, get beyond the pale of the organized churches. They consider themselves "*agnostics*," etc.

It is not the duty of the salesman to take the religious sentiments of his customer into hand and he has no personal responsibility to know just what religious influence has determined the customer's attitude toward life.

The *irreligious* type of customer often takes an *antagonistic attitude* against orthodox churches, and is likely to argue with any salesman who is willing to enter into an argument. The salesman, if he hopes to sell the irreligious customer must, as a rule, say nothing that will bring up such an argument.

Scientific salesmen, in fact, avoid any direct reference to religion, except so far as to tell a customer that a fellow parishioner or a fellow church-member has bought similar goods—with the idea that the customer will imitate.

Soothe the ruffled feelings of the irreligious customer whenever you can. Make him feel that perhaps things are not as bad as they may seem. *But do not argue with him*, unless you happen to agree with him.

If he is an *agnostic* and you are also one, you have a common ground on which to meet him; if he is just an outsider, and belongs to "the church of this world," the unorthodox mass of people who have no definite connection with a

religious body, and you are an outsider, you can also agree with him; but, if you value his business, do not try to convert him to your own religious belief.

He has a right to his own opinions. See that you convert him to the value of your goods. It takes so much time to talk religion that you will not make the sales necessary to give you the right kind of a living if you turn into a *Salesman-Evangelist*, instead of being a *Scientific Sales-getter*.

The Doubting Customer

You will meet this customer often, especially when you are new in the field. He is *not* convinced that what you say is true. He wants *more* facts. He may even be half-convinced, but not enough so he will buy. Yet you must get his business in order to fulfill your duty to your house and yourself.

How are you going to convince the doubter? By giving him facts, and still more facts. By showing him testimonials and getting outsiders to recommend you and your goods. If he has faith in the outsider, he will be convinced and buy.

If he does not have faith in the outside sources that back you and your goods, you must *reason with him*, you must *show him the actual use of your goods*; you must, in a word, get right "*under his skin*" so he can see for himself.

The *doubting customer* is usually intelligent. He is not incredulous. He disbelieves only because he is not convinced. He is willing to be convinced by the right proof. It is up to you then, as a salesman, to see that he gets the *kind of proof he wants*, and which will *convince him*.

He is usually quite honest. He doubts because he *wants to be sure* that your goods are all you say they are before he buys. He feels that he has a right to know, as he is exchanging good money for merchandise which may not prove as valuable to him as other similar merchandise he has in mind.

He might even think that it would be better to keep his money in the bank than to spend it for your merchandise. He might further think that he can invest the money he has to better advantage than by buying your goods.

You can *flatter this type of customer* by telling him that you like to do business with a man who makes sure of your goods before he buys, as such a customer always remains

satisfied and gets full value out of your goods. Convince him by proof however, and he is your sale.

The Egotistical Customer

There are two distinct classes of egotists. One is the man who is egotistical to *attract attention*, and a reasonable human being under his outward self; the other is the man who *really* feels he is *something unusual*. How to handle *both these types* is suggested in large degree by the above distinction.

The *first man* can be handled in much the same manner as you would handle any intelligent man, without taking much pains to cater to him. He will want *facts*. He believes in himself, but he fears to leave the center of the stage, lest he be overlooked.

He is a "*self-advertiser*," rather than an egotist in himself. In some lines of business, it is this *supreme confidence* which a man seems to have in himself that brings him better than ordinary success.

The customer, who is really what the term "*egotist*" implies, is quite a different problem. The salesman must first of all *appreciate* him, and *flatter* him. He wants recognition. And he will either get it from you, or from some other salesman.

As you want to do business with him, when you call on him, you will "*understand*" him and "*appreciate*" his worth. You will see in him all the qualities he sees in himself. You will "*pat him on the back*."

You will make him feel that you *like to hear him talk*. You will, in fact, *encourage* him to talk about himself, until you get the right appeal, and then you will induce him to listen to you.

The egotist is not necessarily a braggart; he may merely tell the actual things he has done—which to him may seem mountains instead of the mole-hills they are to others. Sometimes the *biggest men* are egotists and require the same recognition a small man requires.

In the case of the big business man who feels he is about the *most important* cog in the wheel of business, you can give him the praise he deserves, and thus become his business friend and a salesman from whom he is glad to buy goods.

The "Masculine" Customer

The masculine type of customer may be either a man or a woman. If a man you will appeal to him as you would to any other man, *taking into consideration* the other elements in his character. If a woman, you will have to keep in mind that you are dealing with a woman, as well as with a woman who has a man's head on her shoulders.

There are *many women* who have the business brains of men. This is the executive, the commanding type of woman. You can influence her to a large degree the same as you would a reasoning man.

In fact, you must appeal to the masculine woman in the same way as you would a man; but you will, at the same time be forced to consider, that, in spite of her masculine mind, her feelings may still be those of a woman.

In this she is different from the effeminate man, who is an individual with the feelings and intellect of a woman. Give the masculine woman *reasons why*. But do not forget to make a judicious use of *suggestion*. You can use suggestion and make the sale without her realizing it.

She demands "reasons why," because she believes she is not only the *equal* of any man, but quite *superior* to most of them. Regardless of the truth or untruth of this feeling, give her credit or you will not get her business.

Most women holding executive positions are of this type, and many of them are entirely capable. They may have attained their positions through an unusual application to study and through learning by experience. Because business opportunities are not as widely extended to women as they are to men, these intellectual women are not always especially considerate of salesmen.

The scientific salesman will be able to make his approach in such a way that even the masculine-minded woman customer will do business with him, as would a man.

Do not be prejudiced against these women. They have won their success. Give credit to the masculine-minded woman as you would give credit to a man, and you will not arouse antagonism, and can sell her your merchandise.

The Braggart Customer

Let the bragging customer brag. Do not under any condition interrupt him. He is *arousing* his own emotions. He is *becoming* self-satisfied. It is a psychological fact that the customer can be *more easily sold* through either *reasoning* or *suggestion* when he is in a pleasant state of mind.

When the *bragging* customer tells of his exploits, even when they vary considerably from the truth, he is hurting no one—he is only increasing his self-satisfaction; and it is not your duty to contradict his statements.

Let him tell what he wants to tell about himself. He thus lays his temperament and disposition before you, from which you can decide on the appeals that will induce him to buy.

Sometimes the bragging customer will tell about his business successes. Again it will be about his sporting proclivities. Still another type of man will brag about his school days. So it goes down through the varied activities of a man's life.

You may get interesting illustrations from the bragging customer. He is usually an interesting story-teller. If he is a business man, he can tell you many things that are true—which information you can use to advantage.

You will need to *discriminate* between what he says, however, in order to separate the *wheat* from the *chaff*. Instead of taking a doubting attitude toward such a customer, make him your friend. You will always find that he has good qualities that quite offset his bragging disposition.

He is usually a *whole-souled* individual, and you can sell him on his friendship for you, on your understanding of him and because of his desire to be a "good fellow."

It is sometimes an advantage for the salesman to know a good story to tell the bragging customer. This man, as we have said, likes to tell a good story—he also likes to hear one. He may tell you stories that you heard years before, yet you must show that you appreciate them or lose your sale.

This type of customer has a reputation for *initiative* and *self-dependency* but is easily influenced by the strong aggressive salesman who will study his man.

The Disputative Customer

This customer is, in some degree, like the "argumentative" customer. The argumentative customer argues *because he likes to*, while the *disputative* customer disputes every statement you make, likely as not to see if you have the facts *to prove your statements*, or to see if you are salesman enough to keep your temper under any and all conditions.

Once you have presented *your facts* and *the proof* to back them, this customer will tell you to get out your order book, if you have not already done so, and put down his order.

He is not necessarily a bad reasoner; he may sometimes be a very good one. He may like to debate, that is all; and, as a salesman, he feels you can control your temper, and it is therefore a pleasure for him to dispute everything you say—to make you produce figures and facts that prove each and every statement you make.

Under no conditions become angry with this type of customer; *keep at him, appeal to him*, show him the *value* of your goods, how he will *profit* by their use, take his questions gracefully, answer them intelligently, and sell him—*like you do all others*—on your ability to command his confidence and respect.

Some men actually try to make a salesman angry before they will buy. If the salesman gets angry, they usually take an antagonistic attitude themselves, and then the salesman will see his prospects for business take wings.

But, if the salesman is able to control his temper, and handle these disputative customers evenly and as "man to man," he is in a fair way to get their business. No good salesman will lose his temper without a number of good causes on top of an original good cause. *He will control himself so long as it seems that self-control will land the order better than open resentment.*

There is a limit to the amount of insults, either direct or indirect, a salesman can take, and there may be times—*when you see that you can not get the order through good temper*—when you can *tactfully yet forcefully* resent the attitude of the customer, and sell him on the force of your character.

The Over-Cautious Customer

The customer who is over-cautious must be led to see the value of your goods or service. He must believe in the strength of your own character, and the reliability of your house.

You must get the *complete* confidence of this type of customer. He is not sure of himself. He is not sure of his own ability to make use of your goods, or to resell them at a profit. *He lacks faith. He lacks push.* He is a "let George do it" type of man.

He does not feel that he himself can do what others can do. He needs to be *enthused* and have faith in himself built up. He will buy your goods if you overcome his cautiousness and prove to him that he can make a profit out of your goods on a "can't-lose" basis.

He must be shown that he takes *absolutely no chances*. He must feel that you are selling him something that is worth much more than he is paying for it; that it will be sure to bring a profit, or save him time and money.

This type of man saves himself many a hard experience, but he also holds himself back and fails to take advantage of many good opportunities. Your customer does not necessarily have to make mistakes at times to succeed; but he has to do something; he has to act. He cannot succeed by refusing to try. He must work ahead, to the best of his knowledge and ability.

Show him just where he can profit through your goods, where he can *save money* by using them, where they will protect his life, property, energy, etc.

Make a *strong appeal* to his desire for pleasure, if necessary; or to his affections. And, while making the appeal that will induce him to buy, do not forget to make a strong appeal to his pride in himself, or his desire for the approbation of others.

Show him the danger of *under-buying*. Get his *confidence* and assure him of your *interest* in him. Show him how it would be a disadvantage for you to oversell him, or to sell him something he would not benefit by. Get him to see that you are doing him a real favor by selling him. Then he will buy.

The Free-Thinker Customer

Get this customer's ideas. Then sell him because you understand the way his mind works, and can make it work for you, and bring the action that will close the sale.

A proportion of the population of any civilized country is composed of men and women who have no definite church connections, and it is an *advantage* to the salesman when he *knows* those who are in the class calling themselves "*free-thinkers*."

The free-thinker in religion is often quite as orthodox and confined in his conceptions as his religious brother. Because he says he is a free-thinker does not mean that he does not let others think for him. It may mean that he is antagonistic toward all orthodox beliefs, and simply has taken a stand against them in his own life.

Free-thinkers can be handled on their "*progressiveness*," however, in much the same way as religious-minded people can be handled by a consideration of the creeds they follow. Strict adherence to a creed of any kind brings about a corresponding development of certain qualities of mind and soul.

The free-thinker's creed is no exception. To be sure, it should not be assumed that the free-thinker's creed is a written creed. The English constitution is unwritten; yet it is a constitution in the real sense of the word.

The free-thinker, because he has no written creed, often denies that he has a creed at all; but you will usually find he is quite consistent with his fellow free-thinkers, and that all of them have beliefs in common, which may be said to constitute their creed.

The free-thinker customer can best be handled by the salesman who does not cross him. He is determined to continue as a free-thinker, and will do so in spite of all opposition. He is opposed to religion in its orthodox state, but this does not always make him less bigoted.

He is an active thinker, sometimes thinking right and sometimes thinking wrong; but as a rule, *he is incapable of making the distinction between thinking and reasoning*, and this causes most of his trouble.

The Aggressive Customer

Let the aggressive customer sell himself. Of course, you will be obliged to guide him, or he will sell himself *your goods on his own terms.*

Let him *carry you* on through the sale. Let him ask questions; even encourage him to do so, if you think he will ask those questions that will help convince him of the merit of, and his need for your goods.

This customer is the *opposite* of the *diffident* customer. *The aggressive man wants to do things.* He does not always do them *his way*, as he is so busy getting things done that he has little time left in which to decide for himself.

Decide for him. Be ready to give him *reasons why* when he asks for them. Even anticipate his chain of thought and give him the *reasons why* in advance.

You should *make suggestions* that will guide him in the way he should go to see the merit of your goods strongly enough to buy from you and to *buy now*. Your chief effort with this type of customer should be to get the right ideas in his mind; for the *right ideas always tend to become actions*, and this is especially true with this type of customer.

The aggressive customer carries out his ideas much more quickly than does the diffident customer. There is *every reason why* you should sell the aggressive man; but you will have to keep him from overstepping his bounds and taking a too aggressive attitude against you. Get him to be for you and never against you. Thus you will sell him on his own energy.

The aggressive customer will often be the *perceptive* type of man, and the *suggestions* we have made under the *perceptive customer* can be followed and will be of value in handling the aggressive customer when this is the case.

The aggressive customer is usually *forward-moving* because it is his disposition, but guard yourself against him when it is necessary, endeavoring to move with him toward the sale.

Through the use of *judicious suggestions* and *reasons why*, you can convince the aggressive customer that he *wants* to do exactly what you want him to do. *Once this is done, the sale is assured.*

The Steadfast Customer

This is the "I am here now and I shall be here next week, next month and next year" type of man. He is *steadfast*. He may be progressive, but he may be immovable. He respects himself. His beliefs are "*convictions*." He has often carried around the same opinions so long that they have *solidified* into "*convictions*."

As a rule, the steadfast type of man is of a dark type. He is a *conservative* individual, and will progress only because things impel progress, or because his customers *demand* goods that they want and need.

He is often very successful, for there are types of people who like to deal with a man who does not change his mind. This customer can be relied on to be at the same place year after year, unless unforeseen conditions have changed him from one position to another or from one town to another.

One of the best ways to appeal to this type of man is to talk advertising, demand, sales and resulting profits. He will buy if you convince him that his best business interests demand that he carry your goods. Get acquainted with the needs and wants of the community, and then go to the steadfast customer, and show him that the world moves, and that he can buy from you, and *now*, without in any way violating his buying convictions.

Just as long as you are not radical, you can do business with the *steadfast* type of man. Just as long as you agree with him and do not argue with him, you will be a business friend and a valuable adjunct to his business plans. Disagree with him, and he is through.

You will see that the steadfast customer, in spite of the fact that he is not emphatically progressive, can be made so. Show him how his convictions support your goods. "*It is just as you say, Mr. Brown,*" you may say, "*but my goods are not like the goods you have here, as you yourself now see, and you can therefore take advantage of the splendid merchandise I now offer you at rock-bottom prices.*"

Then he will listen to what you have to say, and be interested because you have made him feel the importance of his judgment in the sale itself, and in the estimation of both his own merchandise and yours.

The Taciturn Customer

Here you have the opposite to the Communicative customer. This man is unwilling to tell you anything. He may resent your asking questions concerning his business. He may not like you personally if you do much talking.

The point in handling this type of customer is to adjust yourself to his disposition. Do not say much yourself, but when you say something *say it effectively*.

Put your *points* and *appeals* over in such a way that he cannot resent them, but, on the contrary, so he will have confidence in you and respect you for being a *straight-to-the-point* talker like himself.

Appeals should correspond with his personality, and whenever it is possible to let the goods speak for themselves, say but little. When you see that he fails to get a point you advance, show it to him by pointing it out, using but few words.

The Spartans of Ancient Greece were noted for their taciturnity. These men were laconic. They had "nothing to say," and when something important came up, they expressed this important thing in one terse word or one effective sentence that did the business.

The salesman who hopes to handle the taciturn customer will adopt the methods used by the Spartans—he will say as little as possible consistent with the explanation of the merchandise he handles, and the securing of the order and with the *particular degree* of taciturnity of the customer to whom he is selling.

As a matter of fact, most salesmen talk too much. It is a relief to find the salesman who can turn his goods over to the customer's intelligence, and *guide that customer* through all the steps of the sale without *overburdening* the customer with a fountain of words.

An instance in point is where a writer of Sales-Manuals called on the head of a large Automobile Company, who was interested in having a special sales-manual prepared. The introduction was: "*You remember your conversation about this manual with Mr. Blank. I am here to see you about the manual. Pardon me if I get right down to business.*"

Then he handed the manager a Sales-Manual he had written for another company. The salesman then said:

"I have also done some work for the Blank Automobile Company."

The proof in literature was given to the manager, who looked it over. The salesman then said: *"Here is a letter from the foremost Salesmanship School, that I received on completing some work for them."* He handed it to the manager. The manager took the letter and read it.

One hour of time was consumed with but little being said—a sale running into hundreds of dollars was made, and this sale possibly would have been lost if the salesman had not presented convincing evidence, talked but little and appealed to the manager's thinking power and intelligence.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I TALK STRAIGHT-FROM-THE-SHOULDER TO THE BUSINESS-LIKE CUSTOMER, GET HIS ORDER AND GET AWAY?
- 2.—DO I TALK SERIOUSLY TO THE SERIOUS-MINDED CUSTOMER, GIVE HIM A CLEAR EXPLANATION, A STRONG DEMONSTRATION, AND SELL HIM ON THE VALUE AND SERVICE OF MY GOODS?
- 3.—DO I AVOID THE EXCESSIVE USE OF SUGGESTION IN SELLING THE SALESMAN CUSTOMER?
- 4.—DO I PROVE EVERY POINT I MAKE TO THE SATISFACTION OF THE SUSPICIOUS CUSTOMER, BEFORE ATTEMPTING TO CLOSE HIM?
- 5.—DO I REALIZE THAT AN IRRELIGIOUS CUSTOMER CAN BEST BE APPEALED TO BY AVOIDING RELIGIOUS SUBJECTS, OR ANY REFERENCE TO THEM THAT MIGHT LEAD TO AN ARGUMENT?
- 6.—DO I DEMONSTRATE SO CLEARLY TO THE DOUBTING CUSTOMER THAT I OVERCOME HIS OBJECTIONS TO BUYING OR TO MY GOODS?
- 7.—DO I HANDLE THE EGOTISTICAL CUSTOMER SO AS NOT TO OFFEND HIS GOOD OPINION OF HIMSELF?
- 8.—DO I APPEAL TO THE "MASCULINE" CUSTOMER, WHETHER MAN OR WOMAN, WITH REASONS WHY AND INDIRECT SUGGESTIONS?
- 9.—DO I LISTEN TO THE BRAGGING CUSTOMER'S EXTRAVAGANT STATEMENTS REGARDING HIMSELF WITHOUT BACK-FIRE OR NEGATIVE EXPRESSIONS?
- 10.—DO I AVOID LENGTHY ARGUMENTS WITH THE DISPUTATIVE CUSTOMER AND REMEMBER THAT I CALLED ON HIM TO SELL MY MERCHANDISE?
- 11.—DO I SUPPLY THE PUSH THE OVER-CAUTIOUS CUSTOMER LACKS, AND CONVINCE HIM THAT IT WILL PAY HIM TO STOCK MY GOODS?
- 12.—DO I CONVERT THE FREE-THINKER CUSTOMER TO MY GOODS INSTEAD OF TO MY RELIGION?
- 13.—DO I HELP THE AGGRESSIVE CUSTOMER TO SELL HIMSELF MY GOODS?
- 14.—DO I SHOW THE STEADFAST CUSTOMER THAT MY GOODS, MY HOUSE AND MYSELF CAN BE PERMANENTLY RELIED UPON?
- 15.—DO I DRAW OUT THE TACITURN CUSTOMER WITH QUESTIONS THAT REQUIRE AN ANSWER, THEN BUILD MY ARGUMENTS ON THE ANSWERS GIVEN?

SUMMARY—LESSON SIX

1. Be as brief as possible with the business-like customer. Get your order and get away.
2. Avoid excessive use of suggestion to the customer who has been a salesman.
3. A doubter can only be convinced by facts.
4. If a customer is inclined to talk about himself—let him—then guide him.
5. The aggressive customer will sell himself if you will give him a chance.

STUDY UNIT NUMBER SIX
LESSON NUMBER SEVEN

CUSTOMERS WHO REASON THINGS OUT

VOL. VI
Lesson Seven
CUSTOMERS
WHO
REASON

Straight Thinking	{ A Trained Thinker Make Points Clear — Giving Reason Concisely Permit Him to Buy Answer Questions to Objections to the Point.
Reflective	{ Deliberate—Can Not be Rushed Use Suggestion and Reason—Especially Reason. Follow up Carefully to Get Action
Conservative	{ Create Confidence in Self and Goods Work With Him—Using Reason, Suggestion and References.
Progressive	{ Well Informed Open to Progressive Ideas Sell on Basis of Profit and Service
Observing	{ A Quick Clear Thinker Show Him Through Visual Demonstration Sell on Practical Points
Inflexible	{ Appeal Through His Self Respect Turn Him Your Way Through, Suggestion, Reasoning and Courtesy Work With Him—Showing Profit
Reader of Human Nature	{ Will Judge You Influenced by Your Personality Work With Them
Incredulous	{ Present Facts Give Reasons and Proofs Show Integrity and Service
Concentrative	{ Get Attention Give Reasons Why Be Clear and Logical
Comparative	{ Assist in Making Comparisons Rivet Attention on Your Points of Superiority Create Desire for Your Product
Technical	{ Present Facts Prove Knowledge of Your Business Fit Goods to Requirements
Methodical	{ Believer in Principles Be Brisk and up to the Minute Show Reasons by Reference to His Needs
Remember—	The Salesman Who Has Reasons to Back His Claims Can Easily Appeal to the Reasoning Customer.

LESSON NUMBER SEVEN

CUSTOMERS WHO REASON THINGS OUT

THE CUSTOMER WHO THINKS STRAIGHT

THE man who thinks straight is a logical reasoner. He can recognize facts when he sees them. He is a *trained* thinker. He has *discerning* judgment. He usually has enough experience on which to base his judgments; and, when he forms a judgment it is usually sound.

Make a *straight-to-his-interests* appeal to him, and show him the actual points of merit in your merchandise. Convince him of the use he can make of your goods or service.

If you have *your points* clearly in mind, he will get them as fast as you make them; and he will be influenced by anything you say that is reasonable, logical, and sensible.

He is interested in *making good*, he wants to add to his own living, and he will *listen carefully* to what you have to say if you show you can present your proposition like a scientific salesman should.

This man is usually a good customer. He is a mental type, and resents any assumption of his prerogatives. He feels he is entitled *to buy your goods*; he *objects* to being sold. He will buy when you "*show*" him how he will benefit by having your goods.

You will have to *know your goods* when dealing with this type of man, for he himself is able to *think straight*, and he will quickly see wherein you fail to give him facts.

He wants facts. He is *entitled* to them. He is a searcher after truth. He is accustomed to having people give him credit for his thinking power, and, if you fail to do so, he is not going to think well of you as a salesman.

Your first duty, in dealing with the customer who thinks straight, is to *get his attention* and then *explain* your proposition in the same *reasonable* manner that would appeal to you if you were the customer to be influenced.

Knowing your goods, you will have little trouble in determining just how a salesman would have to *appeal to you* to sell your product. He would have to make a

creditable, businesslike approach — and be *business* all the way through.

He would have to make a *strong explanation* of the value of the goods, and then give a *demonstration* that would convince you that they will fulfill the purpose for which they were manufactured. Then he would show you the *particular advantages* of the goods to you.

Your salesman would have to be ready to meet any objection in a *confident, reasonable* manner, and *satisfy* you that he was right. Then he would have to make a *brisk appeal* for *quick action*, on the merits of the proposition, and know how to close.

So it is that you will have to handle the “*think-right*” customer. Be careful to talk facts with this customer, and he will reciprocate by giving you his order on the strength of the facts you give him. The natural result of *strong appeals* and *honest facts* is a signed order when handling the type of customer who can think straight about your merchandise when you have given him the information on which to do his thinking.

The Reflective Customer

Here is a slow, deliberate, thorough thinker. He cannot well be rushed. He wants time to be sure of his conclusions. He can be influenced by both *suggestions* and *reasoning*, but it is best to mix a large proportion of *reasons why* with the sales-talk you make to him.

He is a profound thinker. He demands *close* attention to facts. He wants to have a problem and then go off by himself and think it over from every possible angle, before he makes a definite decision.

He will bring up every obstacle in the way of buying your goods, as well as extra reasons why they possibly will not appeal to his trade, while you will be able to turn many of the points he advances to your own advantage, and cause him to buy because of his own arguments.

He is usually a *slow-action* customer. This type of man, especially when the amount of money to be invested is large, wants to think it over, and often he can not be closed on the first call. If he has a chance to think for himself, and you have outlined your goods in a positive, attractive manner, he is likely to buy when you return for his order.

He is usually in no hurry. He would rather give you his order *next week* or *next month* than *today*. You will have to get him stirred up to *quick action* if you are to get his name on the order blank now.

He is usually very proud of his thinking ability, and the results of the thinking he does give him great satisfaction. This does not necessarily mean that he is an accurate thinker. This depends entirely on the quality of his "gray matter."

Make your appeal to this type along the "take your time" line to some extent. He should be convinced that you have no desire to hurry him. You want him to think it over, but more than thinking it over, you want "*to put it over*," so work as fast as "*safety*" will permit.

Flatter him indirectly, and let him know that he is a man who thinks before he acts. This customer is the *opposite* of the *practical* individual, who is more inclined to think while he acts. The reflective man is *theoretical*, while the objective man is of the *practical-thinker*, quick-action type.

The Conservative Customer

This type of customer dislikes to make a change. He often gets in a rut and stays there. He is against the radical, in *religion*, in *politics*, in *business*. He wants to see things *remain* as they are. If you are a *progressive* salesman you must handle this man carefully, for you have radical ideas if you are a scientific salesman.

The plan to follow is to convince this man that you are one of those who support the *existing* state of things. Show that you do not believe in change unless it is absolutely for the benefit of the existing system, and that you believe all change should *come slowly*, and should be made through the efforts of the *conservative, established, respectable individuals*.

Thus you give this customer confidence in you, and he will transfer this confidence to your goods. As a matter of fact, you do believe in slowly changing things—for *the better*. You believe in *gradual* acquisition of knowledge in Salesmanship. You believe in acquiring an education by *progressive* means, yet *taking time enough* that it shall not be superficial.

Your customer is right to a degree, and there should be

no trouble in your handling him on the ground where you actually do agree with him. He has worked hard to get his business to its present state. He does not like to see others get ahead of him.

He believes, inasmuch as it took him a number of years to build up his business, that those who are now in business will not catch up with him—and that when he sells out or retires, he need not worry about the outsider getting his business.

Go along with this type of man as far as you can; and then sell him on *reasoning* and *suggestion*, and on the appeal that his experience proves your statements to be true, and that his fellow business men—*men who have the same ideas about things as he has*—are taking advantage of the opportunity you are offering him.

The Progressive Customer

The progressive customer, as the name implies, is a forward-looking business man. He is in line for the best. He wants to conduct his business by the *most* scientific methods. He usually subscribes for one or more good trade papers or business magazines. He tries to keep up-to-date at all times.

His *up-to-the-minute* ideas make him peculiarly susceptible to better grades of merchandise, and to methods of doing business that will make him a leader, if not in his town, in his neighborhood. He displays his goods attractively. He employs bright-looking clerks. He is a thinker himself, and he surrounds himself with people of his own type. He usually pays good wages, and you will seldom find that he has any disloyal employees.

The employees of the progressive merchant, to say the least, respect him. If he has an attractive personality, they are very loyal to him and give him their best service. This type of man usually finds it easy to get the right kind of service from his employees, as he considers them as individuals and accepts their suggestions whenever such suggestions will improve his business.

He keeps the allegiance of his employees by good treatment and by granting increases in salary whenever the business warrants it. He is willing to share his success with the other men and women who have helped him attain it.

While he respects himself, he is ready to accept *progressive ideas* from any source, and makes use of them, giving credit to the source from which he gets them.

He does not steal other men's brains. He improves his business by paying for what he gets, and thus secures the good-will of his fellow business men. He is always ready to take on a new line of goods that shows a reasonable chance of paying him a profit, and he does not hesitate in buying good store or office fixtures and devices.

He does not care about staying in the rut, even though it costs him good round silver dollars to get out of it. He is a pusher—a *success winner*. He is a *thinker*, and a *doer of deeds*. He is ready for the future because he makes excellent use of the present. He wins because he studies to win, and because he is of big enough caliber to make a success of his business, trade, profession, or daily life.

The Observing Customer

You can make a strong appeal to the observing customer through his eyes. If you have an article that will bear handling, put it in his hands and he will at once see something of its value or utility.

The *eye-minded* customer is usually a *quick thinker*, and he is able to figure things out with a bare suggestion of the use to which it will be put.

He can usually remember so many things he has seen that are similar, that he will at once classify your goods correctly; and will be interested because your article fits in with these previous conceptions. Make a *strong appeal* through his eye. Put your article where he can see it for himself.

Appeal to his *muscular sense*. Regardless of the type of customer, you can always add to your chances of getting business by having him feel or handle the goods. Another element that should here be considered is that the customer can see what your goods are like better if he has them in his hands.

He can tell more about an automobile if he examines it, and rides in it, than he can by merely having heard about it. There is a subconscious appeal to a man that can be secured in no way so well as through *making him use your goods* as they will be used under *actual conditions* when he owns them.

The *observing* customer likes to have the salesman point out the mechanical features in a machine; hold the cloth he is showing up to the light, where he can observe the color, and how colors blend into one another; handle samples in a graceful instead of an awkward manner; and so on.

Do as he wants you to do, and you will appeal to him. Even if he does not tell you that he prefers to have you handle the goods in a certain way, or that he himself would like to feel them and compare them with other goods, you *ought to know* enough about the art and science of salesmanship to *appeal* to the *eye-minded* buyer.

There is every reason why a salesman should sell the observing customer—the man who is practical. He can be appealed to along practical lines, and you must determine the practical appeals that will best win him over.

The Inflexible Customer

You must appeal to this customer in such a way that he will see he will not be sacrificing his position by doing as you want him to do. You must *reason* with him, make *positive* suggestions, make *specific* appeals to his *self-interest*, and *influence* him through his *strong self-respect*; for such a customer does have *self-respect*, even if it be misguided.

Make this man feel that you are the right sort of a salesman, that you *appreciate* his firm stand, and then proceed with your sales-talk as though you thought his *inflexible* attitude would help rather than hinder you—because you are confident that a man of his *strong character* will not *underestimate* the opportunity you are offering him.

When a customer puts his foot down hard, and says: "*This is the way I say it ought to be; and it shall be this way, or no way at all,*" be on your guard lest you "lose out." Keep in mind the *policy* of your house, the *desire* to sell your goods, the *appeals* to the motives underlying buying, and *convince* this customer in spite of his statement.

If through *suggestion* and *reasoning* and *courtesy* you can convince this customer, do not recall his first statement. Give him his way whenever possible but do not do so to the impoverishment of your house or to the sacrificing of your own commissions. The *inflexible* customer needs to be shown the difference between *firmness* and *inflexibility*.

The *mind-caliber* of some individuals is not big enough for them to distinguish between different qualities. The *inflexible* customer may be firm or he may be stubborn. He may possess the mind of a Napoleon, or of a donkey. Or, he may have a little of both. The best way to handle him depends on your conception of his type of character, personality, mind-power, and will-power.

If he is powerful in thought, he is undoubtedly a man of *will-power*, and *knows* what he is about. Then it is useless to do anything *but reason* with him. He must have facts in order to change his mind to your way of thinking.

Never let this type of customer think that you are trying to get him to think your way; simply put facts before him, and let him decide—but *put those facts before him so he will want to decide in the way that will profit you. Give him his way so long as it ends in the signed order.*

The Customer Who Can Read Human Nature

Some men have remarkable intuition in reading human nature. They can judge you by what you are. They can see under your expression, and get at the *foundation bed* of your *character and personality*.

It is hard to convince such men that you have strong mind-power *unless* you really possess it. It is equally hard to *influence* them through *positive statements*, unless they see that you are a salesmen of real will who sells with a purpose.

These men will do business with you if your *character is sound*, if they *respect your personality*, if they have *faith* in your brains, and if you *prove* to them by the manner in which you handle yourself and them that *will-power* is one of your chief assets.

They can be influenced easier, in fact, by the right kind of salesmen than can the *superficial types* of customers; because these men have their confidence in you backed by their own *instincts, intuition, reasons, and experience*.

They are dealing with you because they know the kind of a man you are, as well as because they are influenced by your salesmanship ability.

It is good to talk to such a man about the *practical application* of human nature, if he seems interested in

the theory of character analysis. This is a common ground on which you both can meet.

You can get this type of customer interested in your own experiences along this line, and how you influenced a certain type of customer to buy or how another salesman influenced you to buy his merchandise.

You can influence him to buy from you because you can get into your sales-talk and stay there once you have got him interested in human nature, which is so closely connected with selling.

If such a customer is *sound* in his *knowledge of human nature*, you can *approve his knowledge* as being in line with your experience; if he has *unsound theories*, you can call his attention to your beliefs on this subject, in a tactful way, and get him to see your point of view as well as his own, and thus definitely add to his knowledge of this interesting subject.

The Incredulous Customer

It is no easy matter to sell the incredulous customer, for this type is sold only by Reasons plus Proof. He requires *facts* on top of facts, *proof* on top of proof, *reason why* on top of reason why, and suggestion of the use of your goods to others. He is a *Natural-Born Disbeliever*.

You have to be *full of your subject* to get this customer to give your sales-talk the *consideration* it deserves. This man is just opposite in mentality to his *credulous* brother.

The *credulous customer* accepts your statements without proof. The tendency of the *incredulous customer* is to *reject* your statements *even with proof*. He thinks that *reasons why* are not always sound. He knows there is *wrong reasoning* as well as *right reasoning*.

He has probably in the past made purchases on *unsound reasoning*, and he is not going to get "caught" again. He wants to be sure. He is willing to be convinced, but he is *unwilling* to help you in convincing himself. *He throws the burden of selling entirely on you and makes it as hard for you as he can.*

But this is *what* you want. You are *full* of facts. You are *ready* with reasons. You *have* the proof at hand.

You *believe* in your own *persuasive powers*, and you know your *personality is attractive* and your *character is sound*.

You are out to *persuade* this man. He ought to be persuaded to use your goods because he needs them as well as others do. The fact that one man has been drowned is no reason for all men to stop swimming. As an actual fact, more men would be drowned in the aggregate if swimming were stopped; for then few men would know how to save themselves.

Your incredulous customer may have had *negative experiences* with salesmen. Call his attention to the fact that hundreds of thousands of sales are made each day, which give perfect satisfaction to customers; and *that business is built on integrity and service*.

Realizing this, he will agree with you that you can only retain his business and good-will by *actually selling him something* that will bring him *full satisfaction*. He will see that you will not try to sell him something that will not benefit him fully, especially if you are in a line where you will call on him again and where your main profits will come from future orders.

Show this type of customer that it is better for you to sell *quality goods* that *bring reorders* at a *small profit* than to sell cheaper goods at a large profit and *get no reorders*. Make him see that you are in *business-building salesmanship*, rather than in *business-breaking salesmanship*.

The Concentrative Customer

Some men become so interested in what they are doing that they have no time for those who would **interrupt them**, or change their line of thought. These customers know how to concentrate. Your only purpose is to get this customer's attention so he will *concentrate* on what you are saying and doing.

He must be *interested* before he will listen to your sales-talk. You can usually get the *attention* of such a customer by asking him a question concerning his business or other interests. You can get his *interest*, once you have his attention, in much the same manner you would get the interest of any other customer.

Suppose you enter a man's store or office, and he is absorbed in his work. He may not want to talk with you. It

may be *impossible* for him to talk with you at this particular time. You *must be considerate*, or you will set him against you.

He is *interested* in the task in hand. He wants to get a certain piece of work done, an important letter written, or do something that is pressing him. He has his *whole attention* fixed on one thing.

It is not an easy matter to get him to give you attention, to say *nothing of getting his interest*, without incurring his displeasure. You must *say something or do something*, and that quick.

Here is where your *originality* and *adaptability* comes to the rescue. Your man is like other men, only he *thinks harder*. He may not be irritable or disagreeable; he has not become *sufficiently interested* in your proposition to give you the attention that is necessary and that you believe is coming to you.

He wants to continue the line of thought he has in mind. He is going to continue it unless you induce him to *turn his undivided attention* toward your goods and what you are saying.

Once you have the *attention* of the *concentrative customer*, it is not hard to sell him through *reasons why*, because he usually is a *logical* thinker, and gets your points readily. You can depend upon it that you have time to make a sale if you once get this customer's interested-attention.

The Comparative Customer

This type of man wants you to let him compare your goods with those he has in stock. He is *entitled* to do this, and you will be willing to let him do it if you know your own goods, so you can *influence* him to see the *better points* in your goods as against the *lesser points* in the other goods.

It is not necessary that you let him go into *great detail* in making the comparison, if you show a disposition to help him make the comparison without appearing *unduly anxious* that he shall think better of your goods than he does of the other goods.

You want to give him the impression from your actions that you *are glad to see him take this interest in your mer-*

chandise, as you well know the quality of your product, and are sure of selling him if he only knows its value.

It is hardly necessary to say you want him to know all the good points of your merchandise as well as the other stock. While he is making comparisons with other stock, call his attention to the good points in your goods, to the quality, to the excellent weave if you are selling cloth, to the unusual quality if you are selling a food product, to the quality of the material and workmanship if you are selling a machine, and so on.

Keep his mind *on your goods* until he thinks in terms of *your goods* rather than in terms of the competitor's.

You can readily understand that if he begins to compare your goods with the competitor's, he will bring out the *strong points in the competitor's merchandise*; while if he will compare the competitor's goods with yours, he will *just as unconsciously* look for the points of superiority in what you are trying to sell him.

Get a customer to *think in your terms*, and you are much more likely to sell him than if he thinks in the other man's terms. Get him wanting to find good points in your merchandise, and he will find them, all right.

Never knock the other goods; boost your own—it will take all your Positiveness to back your own merchandise, waste none of it on tearing down the hard-won position of your competitor's products.

The Technical Customer

The technical customer may be a specialist in the line in which you are trying to interest him. If he is, he will want to know the *minutest details* concerning your merchandise; and, if you cannot give him all or most of these details, he will lose confidence in you.

He will reason that if you cannot explain your merchandise to him, it may not have the good qualities it ought to have to *benefit* his business. He *wants facts*, and is pleased when he can talk with a salesman who knows.

The technical customer is easily sold when you *prove that you know your business*, and that your goods *will serve* his purpose. When he sees that he can make use of your goods, he buys.

If the customer you are selling has had technical school

training or training along practical lines with the merchandise you want to sell him, you will do much better if you are sure of yourself.

A salesman who sells typewriters will succeed better if he also knows something about a typist's or stenographer's problems, and the actual conditions under which his machine is to be used.

An automobile salesman, when dealing with practical automobile men, should have a more or less thorough technical knowledge of the car he is selling in order to influence these men to buy his goods on the technical points, mechanical construction, quality of materials, etc.

It will be seen from this that it is often more difficult to sell a technical man than it is to sell a customer who does not actually know your goods from a technical standpoint and who cannot advance technical objections.

For a *distinctly* technical line, business houses usually select salesmen who have had some experience or training in the technical end of their line, so that their salesmen can talk on equal terms with the technical customers.

When a salesman can meet a customer *on his own ground*, that customer *must listen* to what the salesman is saying, because the salesman knows; and the man who knows in business gets an audience without trouble, where the "bluffer," who is not an efficient salesman, has a hard time of it to convince even the non-technical man.

It is important to differentiate between the *technical student* and the real *technical buyer* as there are some people who pose as buyers in order to get information concerning your merchandise. Find out whether this man is seeking good merchandise or seeking information, and then *put the pressure* on him at the close that will make the order sure.

After you have handled a number of technical customers you will have little, if any, trouble in determining the real customer from the information seeker.

The Methodical Customer

This man makes the "Rule of Order" a primary factor in his business and life. He is *more* than systematic. He is *usually* efficient. While a systematic man may be efficient or may not be, the *methodical man* is in almost every case competent in his line of work.

He is methodical because it is a habit or because it helps him get work done *efficiently, easily and quickly*. He abhors inefficient ways of doing things, and incompetency in salesmen and customers.

He himself has worked hard to get where he is. He believes success is founded on *right principles*, and he observes these principles in his daily work and life.

He is usually progressive. He is looking for ways and means of making his work *easier and quicker*. He wants to be a success himself, as well as make a success of his business. He is intolerant of nothing except inefficiency.

He will like you if you are *brisk*, and *up-to-the-minute*. He likes the businesslike salesman. He can be induced to buy your goods if they add to his profit or efficient methods. He improves through his broad-mindedness.

He cannot bear to be jerked out of his efficient course. He will not stand for a salesman breaking in on his time, unless that salesman can convince him he has something that will add to his future and do it in a logical and methodical manner.

The methodical customer is usually efficient in his social, business, religious, and political life. He works by plan and schedule. He breaks in on his schedule when it is an *advantage* to do so. He is not concerned with red-tape so much as results; but he has the method-habit and it disagrees with him to make an *unnecessary* change.

Hence he will not give you an audience and an order unless you prove that you are going to *bring him a profit* or *save him money*. He is an intellectual type of man. He is an efficiency-engineer of his own business.

Appeal to this man with reasons why, and with appeals that show you have analyzed his needs, your proposition and the conditions surrounding him, and he will buy.

SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

- 1.—DO I FOLLOW A CLEAR LINE OF THOUGHT WHEN APPEALING TO THE CUSTOMER WHO IS A NATURAL LOGICIAN, AND LEAD HIM TO ACT IMMEDIATELY?
 - 2.—DO I GIVE THE REFLECTIVE CUSTOMER A CHANCE TO DELIBERATE ABOUT MY GOODS, SHOW HIM THAT I DO NOT WANT TO RUSH HIM, BUT SELL HIM WHENEVER POSSIBLE ON THE FIRST CALL?
 - 3.—DO I SHOW THE CONSERVATIVE CUSTOMER THAT MY GOODS ARE RELIABLE, AND WILL ADD TO THE PERMANENCY AND REPUTATION OF HIS BUSINESS?
 - 4.—DO I PROVE TO THE PROGRESSIVE CUSTOMER THAT MY GOODS ARE IN LINE WITH HIS PROGRESSIVE METHODS?
 - 5.—DO I GIVE THE OBSERVING CUSTOMER A CHANCE TO SEE ALL THERE IS TO SEE ABOUT MY GOODS BEFORE CLOSING THE SALE?
 - 6.—DO I HOLD TO AN "INFLEXIBLE" PURPOSE TO SELL THE INFLEXIBLE CUSTOMER?
 - 7.—DO I SHOW THE HUMAN NATURE CUSTOMER THAT HE IS USING GOOD JUDGMENT IN HIS ASSOCIATES, IN BUYING FROM ME, AND IN HIS KNOWLEDGE OF HIS OWN NEEDS AND CONDITIONS?
 - 8.—DO I ADVANCE REASONS WHY AND AMPLE PROOF TO CONVINCE THE INCREDULOUS CUSTOMER?
 - 9.—DO I FOCUS THE MIND OF THE CONCENTRATIVE CUSTOMER UPON MY GOODS, AND SELL HIM ON THE MERITS OF MY PROPOSITION?
 - 10.—DO I GIVE THE COMPARATIVE CUSTOMER EVERY CHANCE TO COMPARE MY GOODS WITH THOSE OF COMPETITORS', YET NOT TO MY DISADVANTAGE?
 - 11.—DO I SELL THE TECHNICAL CUSTOMER ON THE TECHNICAL POINTS OF INTEREST IN MY GOODS, PLUS MY KNOWLEDGE OF THE BUYING MOTIVES THAT WILL INFLUENCE HIM TO STOCK MY GOODS?
 - 12.—DO I APPEAL TO THE METHODICAL CUSTOMER WITH REASONS WHY, AND SHOW HIM THAT I HAVE ANALYZED MY PROPOSITION AND HIS NEEDS?
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SUMMARY—LESSON SEVEN

1. The logical thinker is a trained thinker and can usually be depended upon to form a sound judgment.
2. The reflective customer must be given time to think.
3. If possible have your customer feel or handle your goods. By doing so you appeal to his muscular sense.
4. Get your customer's mind away from other things so he can see your proposition.
5. The man who knows, usually gets an audience.

STUDY UNIT NUMBER SIX
LESSON NUMBER EIGHT

CUSTOMERS WHO ACCEPT SUGGESTIONS

VOL. VI
Lesson Eight
CUSTOMERS
WHO ACCEPT
SUGGESTIONS

Suggestible	{ Follows Impulse Sell on Constructive Basis According to Needs Sell by Suggestions
Imaginative	{ Strong Personality Will Help You Use Suggestions Picture Advantages
Easily Rattled	{ Keep Confidence Use Reason and Suggestion, no Pressure Lead Through Understanding to Close
Effeminite	{ Characteristics of the Effeminite Type Appeal to Variety Through Suggestion Force Close Gently
Fastidious	{ Self-esteem Major Quality Cater to Vanities and Sell
Old-Fashioned	{ Conventional in Mind and Action Sell Through Reason and Earnest Attention
Flighty	{ Superficial Nature Arouse Desires Use Diversion and Tact to Sell
Envious	{ Feel Need to Emulate Sell Through Desire to Possess
Extravagant	{ Appeal to Pride Sell Through Desire to Have and Show
Friendship	{ The Social Customer Appeal Through Emotions on Personal Basis Maintain Business Reserve
Society	{ Sell Through Emulation Sell Because It Will Distinguish Cater to Pride and Fancies
Housewife	{ Sell Through Suggestion Sell Through Demonstration Be Courteous, Obliging and Honorable
Remember—	To Think and Feel With Your Prospect In Order to Get Him to Think and Act With You.

LESSON NUMBER EIGHT

CUSTOMERS WHO ACCEPT SUGGESTIONS

THE SUGGESTIBLE CUSTOMER

HE is the type of customer who does what you want him to because he is impulsive. He does not have the *deliberative* power to call up reasons why he should not buy.

He is ready to act upon *almost any suggestion* you make. You make the goods attractive, and the impulse comes to him to have them. An appeal of color, taste, touch, etc., makes action the logical result. He desires your goods because they appeal to him. He is influenced by what you do and say.

He will act as soon as you ask him to act; he may, in fact, be anxious to get the goods long before you have given him an opportunity to buy. Sell this customer through the use of *positive* suggestions. Under no conditions give this type of customer a negative suggestion or a suggestion that might bring to his mind antagonism toward you, your goods, or your house.

He is likely to be influenced by an outsider against you. Keep him where you can talk to him alone and personally, and get him to do what you want him to do, which is the thing that will benefit both of you.

While at first it may seem that a salesman takes advantage of this type of a customer by using suggestion, such is not the case; for most of the excellent things we have in our civilization were first sold to the customers through the use of positive suggestion on the part of salesmen or the inventors or manufacturers of them.

The rule-of-thumb salesman is not a success partly because he sells goods where they should not be sold and loses sales that should be closed. His first aim is to take orders and not benefit the customer. He follows the line of least resistance and his orders are generally small and mostly made up of low-profit goods.

Today we have reached a better stage of salesmanship. There is no excuse for selling a customer if he will not bene-

fit through your goods or service. If he will receive a benefit, sell him; if he will not receive a benefit, you will in honor seek your customers elsewhere—among those who can make use of and profit by your merchandise.

This is fair and above-board, is it not? Then, inasmuch as your firm realizes that it must proceed by good salesmanship to build a permanent success, what they say goes; and you can sell what you have to sell and at the same time follow the ethics of salesmanship.

The Imaginative Customer

Here is where your personality is an advantage. The scientific salesman, the salesman who has *developed* personality, can make a *strong appeal* to the imaginative customer, because his own imaginative powers are strong.

You can stir up the feelings and emotions of others if *you will become enthusiastic over your goods*. You can convey a mental-picture to another much better when your own imagination is powerful.

Your imagination, of course, must be kept under control. You will never become so enthusiastic over selling your merchandise that you neglect to make your profit, and a profit for your house.

Get this type of customer to *think* and *feel* and finally to *act* with you. If he has certain ideas he wants to work out, and it is possible for your goods to help him in working out these ideas, "go along" with him and sell him because you can adjust yourself to his feelings and emotions.

Be forceful yet sympathetic. Make him desire your goods because you have put into his mind the many wonderful uses he can make of them, or because you have made him see the profit he will secure from reselling them.

You can do this with the imaginative customer to a strong degree. You can enthuse this type of customer *through suggestions* along the line of his own ideas and emotions and feelings. You can *appeal* to his sentiments.

Once you have him aroused, bring him to a *thoughtful consideration* of your merchandise. Make him feel the necessity for taking advantage of your offer now. Show him the importance of *doing something*, and that without delay.

Here is an instance of how the imaginative customer

can be influenced: An automobile salesman was showing a prospective customer his firm's line on the floor of the main show room. The prospect had money, and a family of five, but seemed to be firmly set on the idea that he wanted a small five passenger, four cylinder car that sold for about \$800.

The salesman had decided that he would not let the prospect get away with the purchase of the small car if he could help it. He was a good salesman, he used various appeals, comparisons, suggestions, all the time endeavoring to center the prospect's mind on a large six cylinder, seven passenger car that sold for more than \$1500.

For nearly one hour he talked to the prospect while he had him seated at the wheel of the large car, and he appealed to the prospect's imagination so strongly that the feeling of desire for ownership was created and the sale of the more expensive car was made.

The Easily-Rattled Customer

The nearer you can get a customer to approach a normal standard, the easier you will sell him. Be careful not to rattle the easily rattled customer, for if you do he may become "scared" and refuse to buy. You must keep him *calmed* down. Keep him on an even keel. A ship that is one-sided is not as safe as a ship that keeps its balance.

Through the use of *reasoning* and *suggestion*, the two main forms of persuasion, you can influence customers to buy your goods, and to accept the terms given by your house.

This being the case, you do not profit by rattling a customer. You can *influence* this customer to buy if you can get his full attention. Inasmuch as nervousness on his part may influence him against you as quickly as it will for you, handle him with care and keep him on an even balance.

How will you do this? First: By keeping his confidence. Second: By going along easily, and not pressing him unduly to buy. Third: By giving him time to perceive the value of your goods, and time to understand the demonstration you give. Fourth: By closing him through

tactful suggestions, never pressing him to buy until he appears ready to do so of his own accord.

Versatility is the *watchword* of the successful salesman. It is necessary that each salesman, who would reach permanent, honorable success, learn to adapt himself not only to his goods, but to each customer with whom he deals.

This is not so hard a task as would seem to be the case. Knowledge of human nature *develops* as *experience broadens*. You can learn how to handle your customers so it will be only an occasional customer who puzzles you, instead of a great number of those you meet.

Keep these things in mind. Learn to *adjust* yourself. *Be a progressive salesman*. Seek to "*sense*" the way in which the customer's mind works. Then *go along with it*, until the moment comes when you can turn it about in your direction and get the customer to *go along with you* until the sale is made.

The Effeminate Customer

When a man is a man's man, he is usually of a **purely masculine temperament**. When he is a woman's man, he may either be *masculine* or *feminine*, depending entirely on the type of woman to whom he appeals.

If he appeals to a woman of *masculine personality* likely as not he is an effeminate man; if he appeals to a woman of *feminine personality* likely as not he is a masculine man.

In coming in contact with so many *types* and *temperaments* of customers, the salesman meets these different classes of men, and he must adapt himself, so he can make the greatest number of sales to each type.

The effeminate customer usually has many of the characteristics of the woman. He may have a soft voice, a smooth skin, little beard on his face, and what he has is silky.

He is usually *effeminate* in his actions. Many rich men's sons are effeminate in this way. Getting out with men soon cures the superficially effeminate man, but some of these types are quite *beyond the hope* of human recall.

However, his money is as good as that of any other individual and you are after his money; not trying to "*make a man of him*," so sell him through suggestion.

Handle the *effeminate* type of man in much the same

manner as you would a woman. Appeal to his *vanity* as you would to that of a woman. It is possible to sell this type on *suggestion* as easily as you can a woman.

Reasoning is not for him. Command his attention, and sell him on the strength of his desires, rather than on reasons why. He will buy because he is influenced to buy through a stronger will—*your power of will*. After you know the psychology of appealing to women in general—that is, to the average woman—you know the psychology of appealing to the effeminate man.

The Fastidious Customer

You can judge this customer by the manner in which he dresses. He is usually quite careful of his linen, of his clothes, of his shoes, of his ties, hats, etc. He is either quite proud of himself in reality, or he has a false pride that must be considered in dealing with him.

If he appreciates himself, you will *appreciate* him. He may be an *egotist*, may have a large bump of *self-respect*, may be a *dignified* man, and so on through the types that would be fastidious.

Sure it is, however, that he possesses a full supply of *self-esteem*. And this must be considered before he can be dealt with successfully.

It is not possible to sell him unless you yourself are dressed in a manner that *appeals to him*, or which, to say the least, does not offend him. He expects you to be in as good style as he himself is. He buys clothes that are up-to-date because he likes to appear well-dressed.

Use judgment in approaching and closing such a man. Do not forget that he may be either a mental, an aesthetic, a social, or a physical type of man. He may be a combination of all types, but you will usually find him in the social or the aesthetic type.

Mental workers are careful dressers, because the nature of their work demands it, but they are seldom fastidious about their dress. They dress to fit their work.

The *fastidious* dresser goes a bit farther than the needs of the occasion demand. He is extra careful. He wants to be recognized for his careful grooming.

The *mental* type, as a rule, dresses so he will not be noticed as does the aesthetic type, and the physical type is

more concerned with comfort and wear than style and fashion.

The fastidious customer dresses so he will be noticed, and gets satisfaction out of doing so. *Cater to this small vanity and sell him.*

The "Old Fashioned" Customer

When a customer dresses as though he had recently been released from the vaults of a museum, he is in the old fashioned class. He is behind the times, and is often proud of it. He is not progressive. He is a conservative conservative. He is often the man who can afford a high-powered automobile and still uses a horse and buggy.

He walks to work, instead of riding; even though he will add to his efficiency by riding. He is a rule-of-thumb business man. He keeps books without adding machines. He writes his letters in longhand, instead of using a typewriter. He does all his own work, instead of getting others to do it for him.

He is a small business man, usually in charge of a one-man business; which may or may not be making money, according to its location and the push he has in using old methods.

If this customer is particularly set in his ways, better not antagonize him by trying to get him to change too suddenly. It is better to let him alone than to shock him into activity of mind. He is living in a "dead age," and thinking of the past as the "*good old days*." Progress has not influenced him. He uses the coal-oil lamp instead of electricity.

One manner of handling such a customer can be along the following lines: You might ask him if coal-oil lamps were in use when he was a boy. Then you can call his attention to the fact that he has made a step forward by using the coal-oil lamp. Then you can induce him to make *still another step* when you have shown him he has progressed in spite of his attitude of mind toward things.

Once you show him that he is moving ahead in spite of himself, and do it tactfully, you are in a fair way to induce him to make a few more steps that will be entirely for his benefit.

Get him out of the rut, at least to the extent of selling him your goods. Do him this favor, for which he will thank you later. Your goods will help him to approach present-day conditions in the business field.

You can appeal to this type of customer with *good earnest reasoning*. He is not a difficult man to approach and generally will give you as much time as you demand.

The Flighty Customer

The flighty customer is too inclined to let his mind wander. He is not able to *concentrate* deeply, and it is up to you, as the salesman, to influence him through the manner in which you handle your goods, in the way you speak, and through the use of effective movements.

He will *listen* to you only if you make yourself *more* attractive than *his fancies*. He is not interested in your goods, even if they are valuable to him, unless you get his attention on them, and keep his attention on them until he can see their merits.

He is a *superficial* character, and must be sold mainly through *arousing his desires*, which are easily aroused once you can get undivided attention.

Sometimes, however, it takes a good, straight-from-the-intellect "call down" to bring the flighty customer to earth where you can talk to him.

Keep this customer's *attention* on your goods, changing the sample at which he is looking as often as you are *sure* he has begun to *lose* interest. Keep his *attention* going from *one point of merit* in your merchandise to *another point of merit*.

Never let him dwell long on one point—*keep changing and making suggestions*. Give him reasons when he asks for them, but make your main appeal to his *feelings and emotions*, which are superficial, but which he thinks are all-important.

Many women are flighty in dealing with salesmen; and it is your duty, first of all, to get these women down to earth where *you* can talk business to them. Do not let the flighty customer turn you into a flighty salesman. Use tact, but *get there*.

Even if the customer does "fly off the handle," you can bring him back into a serious state of mind, where he will

listen to what you have to say, in the same way as a hammer head is brought to earth through the force of gravity.

Seriousness is the *force of gravity* that brings the flighty customer to earth where it is possible to *handle him on your ground* instead of lose him on his.

The Envious Customer

You can often sell this customer because he is envious of having others get the benefit of something he himself does not have. He does not like to see others possess anything better than he himself possesses. He wants to get the benefit of what they have.

As he cannot well steal it from them, he can be *induced* to buy it from you. He wants the good things in life, not so much because they will give him pleasure but chiefly because others have them, and he desires for himself what others have.

This type of customer often buys a new automobile every year, in order that his neighbor shall not get ahead of him, and appear more prosperous than he does. He dresses his wife in the latest fashion, more to show his success than because of her desires.

You can appeal *strongly* to this type of man by more or less indirectly getting him to feel that he is behind the times, and that as he does not want to be left behind, he should buy your product.

You must handle this customer very tactfully, or he will not buy from you—but will wait for or seek out another salesman who is diplomatic and who can sell him what he wants as well as what he should have.

Women are *especially envious* of their neighbors. If Mrs. Jones has a new vacuum cleaner, Mrs. Herbert must have one also. If Mrs. Herbert has an electric sewing machine, Mrs. Jones insists that her husband get her one.

The use of the vacuum cleaner or of the electric sewing machine does not influence the envious woman as much as does the fact that she is not in the same class with her neighbors.

She simply must be up with or ahead of her neighbors, and her husband suffers until she gets what she wants; even though she does not actually need it.

When a salesman must deal with envious customers, he can influence either men or women by *arousing their envy* of a friend or business acquaintance or competitor. Then he can sell the customer on "*Be one of the big ones*" and "*Get your share if not more than your share of the profits*" appeal.

The Extravagant Customer

Is the customer you are trying to sell extravagant in his daily life? If so, you have an angle that will help you in appealing to him.

The customer who is *personally* extravagant is *extravagant in his business*. He does not know the value of money. He is no "nickel grabber." He is willing to let go of what he has if he thinks that he can get a resulting benefit. He is not concerned with money itself, so much as what he can get from spending it.

You should show him how much more *valuable* your goods are than the money equivalent. You should appeal to him along lines of pride. He is capable of being influenced through *suggestive* flattery.

You can sell him on his *reputation* as a spender. How? Simply by telling him that a man of his standing will not find it difficult to make the small outlay required to get the benefit of your goods. His reputation warrants such a statement, and you are quite safe.

Watch this man when you extend credit, however; because if he is a good spender, he may spend your firm's money when he collects it instead of sending it in to cover his bill.

You are obliged to use good judgment in dealing with this class of customers, for they seldom have much of a bank account. They are usually living up to the limit of their incomes; and cannot be depended on to pay their bills promptly, if the amount is large.

It is true that many of them are honest, in which case they will pay their bills; but it is better to make a strong appeal for cash, or quick payment, or tie them down to a definite promise, note or written agreement, at the time the sale is made.

The Friendship Customer

The type of customer that makes a good personal friend will make a good business friend if you cultivate him. If he is a social type, you can well afford to go out of your way to *win* his friendship.

While you are making a *good* impression, you are *getting him in line* to buy your merchandise, although nothing may be said about your goods right at the start.

Handle the customer who is your friend through his social likings. Appeal to him through his emotional nature, more than through reasons why.

The position in life held by the social type of customer determines to a large degree the exact manner of handling him, yet it is true that suggestion can be used with this type of man, especially if he is a business or personal friend.

You can get him to do what you want him to do through his liking for you; but it is not advisable to put your appeals before him in just this way; you should avoid making friendship an appeal to get business, except in an indirect way.

Get the social type of customer enthusiastic, and he will buy. Get him interested in you. He will not only buy, but he will endorse your goods to others; and his influence will help you in making sales.

Four or five of this friendship type of customers in the same town or community are often close business or personal friends, and what one does is "good enough" for the others. If you appeal strongly to this type of customer and gain their friendship, you are in good company—company that you can sell and that will stick to you as long as you treat them right.

Among certain types of social customers, avoid becoming familiar to a point where it will endanger business getting and building. Maintain sufficient reserve at all times so you can put on any necessary pressure to close the sale.

The Society Customer

In dealing with the *society customer*, we will consider that the individual society woman, who is not in business, holds the center of the stage, as it is true that women to a large degree make up society as we know it.

The man *society* customer is a negligible quantity, as the men who are in society, as a rule, are also business men. They can be handled in the same manner as business men who are not interested in society, and as a result would come under one of our other classifications.

The society customer must be handled with a direct regard for the *fads* and *fancies* now prevalent in her social sphere. If she belongs to a *small town* social circle, the salesman will make it his business to appeal to her along the lines of her natural desires, plus a recognition of the influence that other women in her set have over her thinking.

If you are dealing with many small town society women, you can get three or four prominent ladies in the town to buy what you have to offer, and then on the strength of what these prominent, leading society ladies have done, sell the rest of the society ladies of the same town.

In the larger cities, the task is more difficult. It is not a hard matter to see that society in the larger towns is more superficial in its tastes. The individual tastes of the person are seldom given first place, and that person does something because Mrs. Pacesetter did it, or because Mrs. Pacesetter is going to do it.

Superficiality in thinking is the *main business* of the city society woman, and she can be sold on what her friends will say or think. She can be sold because she wants to lead, or because she wants to follow. If she wants an original gown, she will buy anything that shows her "*distinctive*" taste.

The salesman who wants to deal with society women will do well to get as large an acquaintance as he can, and study their superficial tastes, and cater to them along the lines of their *fancies*, and their *self-pride*. He will *never* mention the cost of his goods, but will take it for granted that any price he names will be paid off-hand, with no thought by the customer.

The Housewife Customer

When a solicitor or canvasser calls at the door of a home, he usually makes a *strong appeal* to the housewife because he is familiar with the duties of his own wife or mother and

because he knows that an appeal to the wife along the lines of her duties will strike home and get him an interview.

The *best thing* any salesman can do is to get a true appreciation of the dignity of housework, and realize the importance of the housewife as an individual in the social scheme. Then he can convey to her his *appreciation of her standing*, and thus *influence* her to listen to what he has to say about his goods.

The woman is appealed to mainly *through suggestion*, because the salesman has not the inclination and seldom the time for abstract reasoning. The housewife, therefore, likes to see the goods demonstrated, either through an interest in them, through curiosity, or through a desire to be occupied in mind for a few minutes while she rests from her daily labors—washing dishes, scrubbing floors, clothes, etc.; sweeping and dusting; caring for the children.

You will have to appreciate how busy the housewife (and mother) is, and then turn right around and take some of her time for your interview. If you grant that she is busy, and then arouse her curiosity or interest or fancy she will listen to you, though the children, dishes, floors, clothes, remain uncared for.

Naturally, in dealing with women, the salesman must, first of all, be *courteous, obliging, and honorable*. He will have to gain the *confidence* of the woman with whom he is dealing, before she will let him enter her home. Once inside, he will be careful to *say nothing* and *do nothing* that will destroy this confidence—as in some cases, the housewife will have to consult the husband before ordering the salesman's goods.

If she buys your goods and you keep her confidence, you can sell her the next time you call. Again, in handling the housewife customer, it is a case of *adjustment* between the *customer* and the *salesman*, and that salesman who can *best adjust* himself succeeds in making the most sales.

**SELF-QUIZ OR SELF-ANALYSIS PERSONAL
EFFICIENCY TESTS**

- 1.—DO I MAKE COMMANDING SUGGESTIONS TO THE SUGGESTIBLE CUSTOMER TO BUY MY GOODS FOR THE REASONS I HAVE OUTLINED, KNOWING THAT IDEAS EXPRESS THEMSELVES IN ACTION?
 - 2.—DO I STIR UP THE IMAGINATION OF THE IMAGINATIVE CUSTOMER, SO HE WILL HAVE A MENTAL PICTURE OF THE USE HE WILL MAKE OF MY GOODS?
 - 3.—DO I AVOID DOING ANYTHING THAT WILL UPSET THE EASILY RATTLED CUSTOMER, AND SELL HIM ON HIS CONFIDENCE IN MY PROPOSITION AND MYSELF?
 - 4.—DO I CONSIDER THE DIFFERENCES BETWEEN THE "MASCULINE" AND THE "FEMININE" MINDS WHEN INFLUENCING THE EFFEMINATE CUSTOMER IN FAVOR OF MY GOODS?
 - 5.—DO I APPEAL TO THE FASTIDIOUS NATURE OF THE FASTIDIOUS CUSTOMER, AND APPEAL TO HIS SELF-ESTEEM IN MY SALES-TALK AND DEMONSTRATION?
 - 6.—DO I CONVINCE THE "OLD FASHIONED" CUSTOMER THAT HE HAS PROGRESSED IN SPITE OF HIMSELF, AND THAT HE LIKES THE PROGRESS HE HAS MADE; THEN SELL HIM ON THE BELIEF I HAVE BUILT UP THAT MY GOODS WILL ALSO BE PROFITABLE OR USEFUL TO HIM AS OTHER THINGS HAVE BEEN?
 - 7.—DO I TACTFULLY "CALL DOWN" THE FLIGHTY CUSTOMER, YET MAKE MY SALE BECAUSE I KEEP HIS OR HER INTEREST THROUGH A CONSTANTLY CHANGING STREAM OF IDEAS ABOUT MY GOODS AND HIS OR HER NEEDS?
 - 8.—DO I APPEAL TO THE ENVIOUS CUSTOMER THROUGH HIS RESPECT FOR THE OPINIONS OF HIS FRIENDS, NEIGHBORS, OR TOWNSMEN; AND SELL HIM ON HIS DESIRE TO BE AHEAD OF OTHERS?
 - 9.—DO I SHOW THE EXTRAVAGANT CUSTOMER HOW MUCH MORE VALUABLE MY MERCHANDISE IS THAN ITS EQUIVALENT IN MONEY, KNOWING HE WILL BUY THE THINGS HE WANTS WITHOUT QUESTION?
 - 10.—DO I MAKE A FRIEND OF THE FRIENDSHIP CUSTOMER, AND APPEAL TO HIM THROUGH HIS SOCIAL MOTIVES, AND HIS EMOTIONAL NATURE?
 - 11.—DO I SHOW THE SOCIETY CUSTOMER WHAT OTHERS IN HER SET HAVE DONE, AND HOW SHE WILL WANT TO BE AHEAD OF THEM, OR RIGHT IN STYLE?
 - 12.—DO I LEARN ALL I CAN ABOUT THE DUTIES OF A HOUSEWIFE, AND MAKE MY APPEALS AS FAR AS POSSIBLE THROUGH THE CONDITIONS SHE DAILY FACES IN HER HOME AND NEIGHBORHOOD?
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SUMMARY—LESSON EIGHT

1. Avoid taking advantage of the suggestible customer.
2. Enthusiasm for your goods will cause others to want to know more about them.
3. Persuasion is brought about by reasoning and suggestion.
4. Avoid becoming too familiar with your customer.
5. Women may be appealed to through suggestion.



